NO MORE WHIPPING BOY 13' should take credit for its role in business surcess says Paul M. Ingovaldson



ing network intrusions, such as the one at an be harder than preventing them.

## **GAME CHANGER**

with impoverished entrepreneurs around the world



#### IT Struggles to Show BI Value

Use of tools grows, but execs still seek hard ROI numbers

BY HEATHER HAVENSTEIN LAS VEGAS Though business intelligence has become a lifeblood application in many companies, IT

/PERIODICALS

executives say they must continue to prove its worth to top For example, Lowe's Com-

panies Inc. CIO Steve Stone noted that the retailer has been using BI tools for wars. to identify fraudulent returns.

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PUBLICATION MAY AFFECT THE QUALITY OF THE MICHAELEN EDITION

BY CAROL SLIWA BI Value, page 41 Although Microsoft Corp. is staging the general launch of Windows Vista and Office 2007 today, corporate users have had access to the new

software since late November But that early access isn't translating into early deployments for most business customers, judging by an e-mail poll of 40 IT managers con-

Users Not Rushing on Vista, Office 200

OS validation, new Office user interface slow upgrade plans

All the work is on our side: al the benefit accrues to

ducted by Computerworld last week. Even though Microsoft took pains to try to remove some of the burriers that often hinder upgrades, only three respondents said they expect Vista to be deployed on more than half of their companies systems by year's end. Only six said they anticipate installing Office 2007 that broadly by then, and the vast majority predicted that they will be running both of the

new products on only a few Vista, page 16





Microsoft

# FOR THE TEAM.

It's hard to work like a team when only the big players have remote access. With Microsoff Exchange Series 2007, everyone can connect and collaborate anywhere they go through a unified e-mail, "-mail, and calendar system offering advanced security. See how 81" is juite to help its global team work more efficiently at

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01.29.07

#### NEWS

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## ONLINE

VISTA LAUNCH Learn all you need to know about Microsoft's latest Windows operating



Hands On: A Hard Look At Windows Vista

Don't miss our in-depth review and visual tour.

Under the Hood: What's Different About Vista's GUI? In this except from Window Vista Univelled. Paul McFedries explains the Windows Presentation Foundation (formerly Avalon), how it Improves graphics performance and why software developers will love it.

Buying a Computer for Vista . . . and Beyond

With some careful planning, you can buy PCs that will both support Vista and last well beyond today's standard three-wear life ston.

Top Windows Time-saving Tips
These shortcuts will save hand motions as
well as time when you're using Microsoft's
OS. And most of them work for other versions of Windows as well as Vista.

Find all this, plus our latest Vista coverage at O www.commiscon/GDVsta

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### Users Warned of

Word Vulnerability Sumanter Corn has insued a warning that backers are iting a new, unpatched vulnerability in Microsoft Corp.'s Word software that could allow them to take centrol of a victim's computer. The attack comes via an intected e-mailed Word document. Security vendor Securie ApS rated it as "extremely critical," its highest-level warning. Microsoft however said the

#### attacks are "yery limited." Four Lose Jobs Due To CA Outsourcing

CA Inc. said that at least these or four CA workers will been their jobs due to the company's cision to outsource human resources services to Brussel ned Ariese International WV At the same time, CA confirmed that three too executives have left the company. Sam Greenblatt, senior vice president of vation; Gary Starkey, seni vice president of CA's executive knology advisors division: and Toby Weiss, senior vice president of the security management unit,

#### departed CA this month. Microsoft Blames Vista for Profit Dip

roseft, citing significant ding to prepare for the sch of the new Vista neeral ing system, said that its second quarter profits fell 28% while name increased 6%.



#### Oracle Ships Apps Before Unveiling

Oracle Corp. quietly released its new E-Business Suite Release 12 to customers a few days to advance of a launch event planned this week in New York, In a bloo ed late last week, Steve Chan, director of application lony integration, said t rsion was inve

### MANUEL Sun Teams With Intel. Aims For Broader x86 User Base

Drops Opteron-only stance, plans to roll out Xeon-based systems by June

Tttt II' direction that Canadian insurer Medavie Blue Cross has set for itself illearning one of the reasons why Sun Microwysterny Inc. announced last week that it has aerned to once wain well servers based on Intel chies. When Medavie started running Web applications in 2000, Sun's UltraSpare-based systems dominated that market, and software vendors were designing applications

McPhee, director of technical services at the Mancton New Brunswick-based insurer But he added that as lower-COST VS6 servery have become increasingly capable. Medavie has been moving to \*more commodity-based' systems running Linux and using processors from either Intel Corp.

specifically for Sun's Solarie

operating rectors said Don

or Advanced Micro Devices Inc. "I hines have changed." McPhae said, "We gust went with the momentum Now Sun is changing. Two wars after the cumpany dropped several low-end serv-

ers based on Intel chips and decided to rely solely on AMD for x86 devices. Sun said it will develop a full of line of servers and workstations with Intel's Xeon processors. Sun plans to start shipping Intel-based systems by lune, and the two vendors will work together to optimize Solaris for handware built around Intel's v86 chine said during a teleconference

Sun CEO Ionathan Schwartz that short 70% of Solariy vito users are running the operating system on Intel-based handware But Sun expects the new combination of Xeon and its Open-Solaris open-source software to attract more interest from independent software vendors.

Two-Year Hardware Cycles

2003 Sun says it will start Linux tervers beend on AMO's 2005 The company dra

7 Sun signs a new not to use

In addition Supplierials

acknowledged that UltraScorebased systems have become too expensive for many users looking to run Web applications. The customers who left us post-bubble didn't want to leave us," said Scott McNeaby Sun's chairman But he willed customers no longer could afford the cost of the company's systems when "the Year thread was so much cheaper." Until recently, though, Intel was having trouble develop-

ing Xoon chips that matched the performance of AMD's Onteron processor Since luk-Intel has added two biobusperformance and more power efficient chins: the dual-com-5100, code-named Woodcress. and the awad-core \$300, codenamed Clovertown. Stephen Josselyn, an analysa

of the county from IDC and from has been fultime the same hath posing sig hardware in the low-end server market that other Univ vendors with PISC. based pracessors have been. A persura to latel chies should help Sun sell Solaris servers to a broader market and enable it to offer more ontions to data center managers who are turning to x86 technolvey said Nathaniel Martinez, another IDC analyst Sun will continue to of

well, and an AMD spokesman said Intel's backing of Solaris is good for all of us." He added that everything he has heard about the Sun-Intel deal indicares that it will be complementary to Sun's existing business relationship with AMD. Ren Ames and Robert McMil.

fer Opteron-based systems as

Ion of the IDG News Service contributed to this story

Technical Gains Give Intel New Appeal, Sun Exec Says

JOHN FOWLER, Sun's executive vice president al systems, spake with Computerworld's Patrick Thibodeau last week about the company's new alterna with latel. Excerpts from the interview follow:

What kinds of improvements can users expect to how Solaris operates on intel-based name? There are several things Taking advantage of advanced now management features, we'll work directly with Intel to reduce power utilization of service at different work loads. The second thing we've point to work with them on is 500 performance, Intel platforms have some MO acceleration features, and we can in-

formance of \$10 on those platforms.

really high degrees of reliability. tegrate changes in Solars that aready improve the efficiency and the per-

The third area that we can work on it reliability Solaris has this feature called selfhealing, which is the ability to properly handle problems in the hardware and then continue to operate Together with intel, we can make (that leasure) work persoularly well on Intel pistforms so we have

When will those improvements a pear? Where most of these changes will appear as actually in OpenSolvers. first. And they'll start appearing durino calendar 2007, it's besically going to be a continuous thread of innovafrom and sest some him bean

Are you going to try to create lete based systems that can scale us to a large member of processors? We're going to collaborate on greater

than four-way systems. And that can be a whole bunch of different actwites - molung som Solons works well on them, as well as designing systems around them. Beyond the I'm not going to go into any distals of what exactly we're dome, because I don't want to disclose any hour

Until 2005, Sun sold some into based low-and servers. Why did you discontinue those produ and switch to AMD for x86 proc sers? Before [Intel] came out with Woodcrest, their products were not at all performance-competitive with AMO's. Because we were just

product plans at this time

starting out in the (x86) business, we decided to concentrate our engineer ing and marketing resources around AMD, and that's been very successful for us. Now we're at a stage where adding intel is a very logical thing to

do - especially since their technology has improved dramatically.

intel wants to expand the reach of x86 systems in enterprise markets where Sun is a big player, including financial services and tel reprications, it sounds as if it's trying to take some of your Litralearn market. They're always going to want to do that. But the restry of it is if Intel is going to take my LitraSparc market. I'd rather it be in the product | sell as opposed to correlative feets

Do you see the development of intel-board servers that can one pote with your high-and UltraS ores as a result of this agree ment? There's nothing presently planned here that's at that same scale. Obviously, in the lower parts of the [server] range, they've always been competitive with LibraSpare and that doesn't seem to matter

Sparc (hardware) still does gute well



#### Protect your company's data before it's too late.

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#### Expects Poor 04 Alcatel Lucent SA said reve

and profit for its fourth quarter will be significantly lower than it was a year earlier, blaming conner and employee uncertainty about the merger of Alcatel SA and Lucent Technologies Inc.

The merger closed on Nov. 30. The company now expects com bined fourth-quarter revenue to total 64.42 billion (\$5.7 billion U.S.), down from 65 25 billion (\$6.77 billion U.S.) last year. The results will be announced Feb. 9

#### McAfee Tool Causes

otes Problems The latest upgrade to McAlee Inc.'s VirusScan Enterprise sec rity software is cousing bloque for some versions of IBM's Lotus Notes. The problem affects users of VirusScan Enterprise 8.5i who are also using the R6 or R7 versions of Lotus Notes. The commend disabling two ugs in McAlee's software: an all server detabases" and Scan server mailboxes."

#### Sun Reports First Profit in a Year

Son Microsystems Inc. reported its first quarterly profit in more than a year, on a 7% increase in must in its second fincal coried, which ended Dec. 31 Sun credited sales of its x64 serve nd growing acceptance of the



#### IEEE Working Group OKs 802.11 Seec

The IEEE 802.11n working o has approved the next draft version of the wireless LAN entine & sel of the draft will begin ships this wook as Version 2.0. Voting on the final Version 2.0 is ed to be consisted by th and of March. A new draft, Version 3.0, will be ready by the end

## Feds to Let Two Firms Test E-voting Machines

NIST certifies iBeta, SysTest Labs under latest requirements guidelines

THE FEDERAL ROV-

ernment this month took the first sten in certifying two labor ratories for testing electronic voting machines. The National Institute of

Standards and Technology (NIST), in its role as a scientif ic adviser to the U.S. Election Assistance Commission (EAC), said that the laboral ifters Quality Assurance in Aurora Colo., and SwiTest Labs LLC in Denver meet the technical nominaments of the latest full

eral testing enidelines. A decision on final accreditation will come after the EAC conducts a nontechnical evaluation of the companies. including reviews of their conflict-of-interest policies. organizational structures and record-keeping procedures.

said an EAC spokeswoman The agency has not set a timetable for finishing its part of the certification process, the spokeswoman said How ever, she added, "completing this process in a timely fashion is a top priority."

Carolyn Coggins, quality assurance director for voting at iBeta, said her company expects to learn the next step in the process in a letter the EAC should be sending out during the next couple of weeks.

#### A Moving Target

Couzins did note that the guidelines are a moving target The EAC is already re-evaluating the 2005 standards, and new criteria will likely be re-

leased later this year, she said. The EAC is tasked with creating a framework to help states comply with the Heln America Vote Act, which Congress passed in 2002 to improve federal, state and local

vorting processes. The law directed states to replace manual voting systems with electronic ones and tasked the EAC with developing a national program for the testing, certification and decertification of e-voting

The EAC does not require that states use only conting machines that it certifies. However, some states, including New York, do mandate that all machines he

certified by the agency. The NIST approval of the iBeta and Sys-Test processes, an nounced on Jan. 18, is the latest milestone in a process that has been mostly in a state of flux since the

EAC's creation in 2002. Before that, accrediting

test labs and certifying voting machines was done on a voluntary basis by the National Association of State Election Directors, using guidelines issued by the Federal Flection Commission (FEC), which oversees election laws

#### Shifting Responsibility The FFC issued its final mixtolines in 2002, just before the EAC took over that responsi-

bility The EAC issued its first set of quidelines in 2005, the EAC spokeswoman said. The two labs NIST approved this month were audited under both the 2002 and the 2005 guidelines.

she said The EAC already offers an interim accredita tion to testing labs whose operations were approved by the voluntary group under its

2002 midelines but how you to eain approval for meeting 2005 specifications. The interim certification is valid only through 2008.

SysTest and Wyle Laboratories Inc. in Huntsville, Ala. earned interim EAC accredit tation in August 2006, the spokeswoman said. A third testing firm Ciber Inc. in Greenwood Village, Colo., has been evaluated but has yet to eain the commission's anproval, she said.

Despite the progress, some e-voting experts still consider the testing process to be flawed. Michael Shamos, a professor who specializes in e-voting issues at Carnegie Mellon University in Pittsburgh, believes that the entire system of testing and certifying e-voting machines must be redrawn. He contended that inaction by the election agency will cause a loss of confidence In the voting system.

He also said that the entire machine design, implementation, certification and testing process must be completely transparent, and that the federal government must mandate adherence to EAC smidelines b

#### **New York Halts E-voting Machine Testing**

THE NEW YORK STATE Board of Dectors has suspended the testing and certifying of electronic voting machines after learning of fitnes in the test methods of the company it

hired to do the job For several months, Ciber Inc. had been testing muchines under evaluation for purchase by the state under a \$3 million contract signed

The Ober testing process had erred accreditation under lederal audelines set in 2002 but has yet to be certified for meeting upd wments created in 2005. The U.S. Election Assistance

ssion last summer failed to grant Olber's request to gain specie interim accreditation that is available to companies whose anningtion for 2005 certification has yet to be acted upon,

That laker, first reported by The

New York Times earlier this recent and confirmed last week by the EAC. was blamed on undisclosed problens with Ober's documentation process, said an EAC spoi

The FAC has so for declared to provide a report on its purit of the Other process to New York officials or to make it public. The initial audit identified issu

and we asked (Ciber) to address them." the sookerseamen said They came back and gave us an update on what's happening, and we're now reviewing that informs tion. The process requires due

Late last week, Ober sent 150 pages of information about the aud to state officials. A spokesman for the New York State Board of Elections said its staff is reviewing the

testing mechines until 4 can idea the problems in its processes. The review will be done "expen

said the spokesmen A Ciber spokeswo the company's testino lab and ex-

in an e-mail state vent to Comadments, she said. The issue found in the nurlit do not reflect on

the accuracy of tests conducted before the midt. Other was accredited at the time those tests conducted, and they met all of the standards set for testing and accreditation at that time The spokeswomen said that the

issues mised in the initial audit have been addressed and that Ober staffers "are awaiting final results from the EAC" on the accreditation

- MARC L. SONGEN

#### discovery isn't a surprise, execs say MAYALIY RAMUNIAL YO Protecting cornorate systems against introders isn't easy.

But detecting a breach that has actually harmoned can sometimes be even harder, IT managers and analysts said last week in the wake of the

high-profile data compromise at The TIX Companies Inc. The system intrusion at the Framingham Mass-based retailer occurred last May but wasn't discovered until mid-December - seven months later. TIX publicly disclosed

the breach two weeks ago. In a similar incident at Ohio University, a server break-in that exposed the personal data of about 137,000 alumni went unnoticed for more than a year before being discovered last spring along with several

other security breaches. The can between the introsion at TIX and its discovery isn't entirely surprising, given the movind wave attackers can gain access to systems and then conceal their tracks said Drew Maness, a senior

entertainment company that he asked not be named "The reason it's so difficult the discourse a data becaused in because it can come at you from any angle," Maness said. With physical security it's sorry turn that compone breaks in through a side wall on the

eighth floor With commuter security, they come in through that side wall To quickly and consistently detect such intrusions. IT managers need to be able to collect and analyze literally every transaction flowing through their networks in

With physical security it's very rare that someone breaks in through a side wall on the eighth floor. With computer security, they come in

VA. Pentagon Commit to Joint E-health Records

ess. "You've got to know what every single packet on the network is doing where it's coming from, where it's going and which ones are bad " he said.

That can be a home challenge, considering the sheer ---the terabuter of etorage prace required on a daily basis to store log data about all of them said David forder shiel information security officer for Virginia's Arlimeton County, It also requires comprehensive modeling of typical network behavior enterprisewide so

any abnormal activity can be pinpointed, Jordan sald. **Few Existing Products** 

For now at least there are real time, according to Manfew out-of-the-box products. that can belp companies do and toward for collection and real-time data correlation and analysis said Amer Deeba vice president of marketing at Qualvs Inc., a vulnerability management convices provider in Radwood Shoose Calif. And the cost of custom-building such capabilities can be pro-

through that side wall. bibitive, added Deeba But there are some tools that IT managers can use to

Government Accountability

Office issued a report calling

#### Dorbe puted for instance several locular and monature ine tools are waitable for

quickly detecting unauthorized database activity. USEC Inc., a \$1.6 billion energy company in Betheada. Md., uses an appliance from Guardiam Inc. to monitor the who manage the Oracle and SOL Server databases underlying its financial applications The Guardium device can detect unauthorized changes and other policy violations that could affect the integrity

of USEC's financial data said CIO David Vordick The technology also enables DISEC to munitor compliance with Sarbanor-Dyley financial reporting regulations and provides the comeany with a real-time security-alerting capubility Vordick said. Accor North America, a

Carrollton, Texas-based opera tor of hotel chains such as Red Royal home and Subted is naine an appliance from Imperva Inc. to detect unusual database activity or it accurs. Such tools let companies move from a "nossive security" model to a more aggressive one, said laimin Shah, a senior security compose at Accor

Being able to do the same kind of monitorine of all network and system assets could closes activity more quickly Shah said. "The problem is that monitoring generates a tremendous amount of logs," he said, adding that Territing the right information as quickly as we can" is a challenge. Vendors such as Lord oric Inc. are beginning to offer more officient server to sift through low data. Maness said. But he still expects it to take up to 10 years to develop true end-to-end carabilities for tracking networks 2

#### security strategist at a large SENIOR SECURITY STRATERIST address parts of the challenge.

But agencies still working out how to merge systems BY LINDA ROSENCRANCE

The U.S. Department of Veterans Affairs and the U.S. Department of Defense last week said they have agreed to develop a joint electronic health records (EHR) system But officials from the VA and DOD indicated at a con-

pressional bearing that the two agencies still haven't figthe separate health records technologies they now use. mitted at the hearing held by

ured out exactly how to meld In identical comments subthe Senate Committee on Veterans' Affairs, VA Deputy Secnotary Conton Manufold and David Cho. undersecretary readiness, said the apencies see "an opportunity to explore a 'born seamless' approach for a joint inpatient EHR."

**Analysis Planned** 

But Mansfield added that there are some known differences between the VA's and DOD's health care data processes and requirements. A planned analysis "will identify the areas of commonality and the areas of uniqueness" and then determine the potential benefits and downsides of deploy-

ing a common EHR system. Mancheld said I not week's approximation came seven months after the

on the VA and DOD to imof defense for personnel and prove their efforts to standard ize health records. The GAO said the agencies had made some progress in sharing data about patients who receive care from both departments. But the agencies had yet to develop a clearly defined project management plan, it added. Chu testified last week that the DOD "is aware of the concerns regarding the time it has

taken to establish the desired level of interoperability The ultimate goal, Chu said, is to create bealth care records that can be accessed and osed by doctors "regardless of which health care system they are operating within " a

#### Bankers Association Says Stolen Card Data Was Used in Purchases CREDET AND DERIT CAND non

resed in the security ich at TJX have been fraudz ally smart in at least three U.S. states and two foreign countries. according to a group that reprents Mascachusetts banks.

cistion (MRA) said that as of las oday, card numbers taken from TJCs mesterns had been used to make fraudulent purchases in Georgia, Florida and Louisiana, as well as in Hong Kong and Swede Both MasterCard International Inc. and Visa U.S.A. Inc. declared to comment on the MPA's clean out translations uses of card nurr bers. TJX officials didn't respond to requests for comments about the ted misuse of card data.

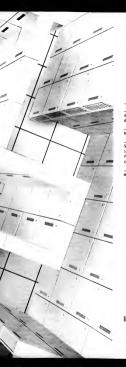
In addition the MBA sold if a "strongly" pushing for state legicle tion that would require credit card times to quickly disclose the source of a retail data breach. MasterCard. Was and other card core typically don't divulge that inform

Deniel Foste the MRA's CFO said in a statement that the credit card companies also should hold the source of a breach financially lable - especially if the retailer was storing card data in violation of the Payment Card Industry (PCI) Data Security Standard Lift hasn't disclosed what in-

formation was con rement Red according to the MBA and other anciel industry sources, the retoler appears to have been storing account numbers, expiration dates and other so-called Track 2 data taken from the magnetic stripe on the back of cards. Keeping such data is forbidden under PCL The fact that Track 2 data likely was among the compromised

mation is deappointing, said Roon Fisher, senior dak menang at Medicon, Wis-based CUNA Mutual Group, which incurse at 5,500 credit unions. He also said there is "a certain level of do tment that credit card corn is more effective





#### INFRASTRUCTURE LOG

\_DAY 45: These underutilized storage baxes have proliferated exponentially. Their inability to share capacity has doomed us. We're trapped in a maze of our own creation.

\_DAY 47: I tried to give Gil a boost over this wall, but he pulled a hammie.

\_DAY 48: I've taken back control with IBM System Storage\* SAW Yolume Controller. It puts my entire storage universe into a simple, virtualized pool. And, unlike DM, IBM has fourth-generation virtualization technology and over 2,000 customers. I om seeing results.

\_Productivity is up. Utilization is up. I.T. guys last in mazes of data is down.



IBM.COM/TAKEBACKCONTROL/STORAGE

Take on Microsoft Owen Source Develop

inc. and Free Standards Group. Inc. two key champions of the coso-source Linux operation tem, have merged to form the Linux Foundation. The new group will focus on helping the Linus community more effectively compute with Microsoft Corp.'s Windows softwa Linux's primary competitor. The mbined entity will employ 45

#### workers and have about 70 user. wander and resistantly marcher Oracle Adds Linux **Management Tools**

Oracle Corn, has unveiled a line of management tools for Linux, just three months after announcine plans to provide support for Red Hat Inc.'s implem of the operating system. The acie Management Pack for Linux includes tools to prov tch, monitor and adm Linux server deploy

#### tware is part of the Oracle Unbroakable Linux program RSA. VMware Sales Pronel FMC's O4

Citing strong growth in its RSA gity Inc. and Villware Inc. subsidiaries FMC Corn report a 19% increase in fourth-quarter revenue. Overall, the company said its systems, software and services, sales showed doub digit growth during the fiscal puarter that ended Dec. 31.



#### FTC OKs Brocade's McData Acquisition The Federal Trade Com

approved the pending acques of McData Corp. by Bro-Inc. The FTC approval rethe last recodatory burdle to the deal. Brocade, a maker of torage-area network sw

ed last August to pay

## **C** ON THE MARK



### Vista Shows Better Security Than .

... Mac QS X does. That's the view of Max Caceres director of product management at Boston-based Core Security Technologies, which develops networkpenetration testing software called Core Impact, Caceres says that Microsoft Corp, uses more advanced accurity techniques in Wiesales immored 28% last quarter. dows Vista than Apple Inc. according to Apple, while PC uses in its operating system. sales languished in single-

Mac OS X "is still a little immature in terms of security compared to Vista," he contends. "On paper, Vista is more sound." As an example. Caceres points to the way Vista handles memory manseement Information

mond in PAM by says, is "randomized. making it more difficult to explain? That's not the care with the Mac software, according to Caceres. But, he adds, Apple's Unix roots, more frequent operating system

release cycle and apparent indifference to backward compatibility make the Mac "well positioned to change its security model real quickly." Plus. he notes, security threats are a market share issue. As long as Windows dominates the desktop, he predicts, it will attract most of the malware.

But how long will that dominance persist? Mac unit digit growth, according to exercise Although the Mac's market share remains anemic compared with that of Windows, Apple's hardware is showing up more often in businesses. Mitchell Ashley, chief technology officer at Latis Networks Inc.'s StillSecure operat-

ing unit in Superior, Colo., says his company's Safe Accres network screen control software has always had to deal with Macs. But recently. that has changed from the occasional opcounter to an everyday occurrence. "Today, it's a requirement for global network access control [tools] to manage Macs." Ashley says

#### Security show may end in tears for . . .

.. the bad ows. Heading to the RSA Conference next week in Sao Francisco? Expect to find enough new products to

HOT TECHNOLOGY TRENDS. NEW PRODUCT NEWS AND INDUSTRY BUZZ BY MARK HALL

make a black-hat backer weep in despair, Take PacketSentry 2.7 a software unerade that San Jose-based PacketMotion Inc. plans to add to its security appliances early next month. According to Bob Pratt. Packet-Motion's director of product marketing, the upgrade lets you get policy-based alerts about actions end users take on enecific files for example you can be notified if anyone tries to debue visibles in a given directory during the run-up to a quarterly financial recort. The PacketSentry devices, which start at \$45,000 also collect file access his tories and store them in ao

Oracle database for audit uses. Steve Roop, vice president of marketing or Vooru Inc. cave there in a recent survey he commis signed Former

or Doceansh Inc to conduct. 52% of 151 security decision makers at large companies

reported that their organizations had lost confidential date via insiders using removable media. To help put a stop to that. San Francisco-based Vontu will add an Endpoint Monitor feature when Version 7 of its namesake software ships in late March, You'll be able to see who copied what information when, and where it went. Vontu can finaerprint content for protection, and Version 7 will let you keep track of double-byte code files

Pricing starts at \$25,000. Wasim Ahmad, vice president of marketing at Voltage Security Inc. in Palo Alto. Calif., says bis company's product line 'eliminates the whole rigmarole of complexity" around encryption tools. At RSA, the company will annonnce the Voltage Security Network, which businesses can use for on-demand e-mail

encryption for \$95 per user

with Asian-language data.

table on what more do with Gos

annually. Voltage Security also has boosted the scalability authentication management and reporting features of Secure Mail, its flagship encryption software. And by summer, it plans to release an offering called the Data Protection System for companies that need to encrypt data for service-oriented architecture applications.

#### Just WHOIS

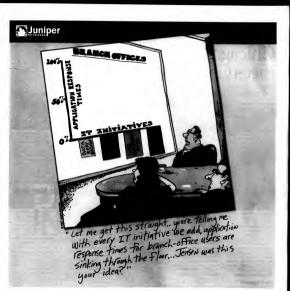
the owner of ... that Web site? If you use the WHOIS command on the Internet, you'll likely learn the to answer to that question But if the Internet Corporation for Assigned Names and Numbers (ICANN) follows the advice of the Electronic Privacy Information Center and other privacy advocator it will adopt a new registration policy called operational

point of contact, which restricts the data available online Frederick Follows chief marketing officer at MarkMonitor Inc. in San Francisco, thinks that would be a blu mistake Felman TOWN ICANN

should adopt circumstances policy that permits only

people with legitimate needs, such as homes for abused women, to mask

their Web site ownership and contact data. He argues that WHOIS is a vital tool for quickly shutting down malware sites and protecting users from phishing attacks.



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## Chicago Elections Board Faces Charges Over Breach

Lawsuits hit panel over distribution of discs with Social Security numbers

NOR THE second time since October the Chicago Board of Elections is facing claims that it failed to adequately protect the privacy of voter data. And the board finds itself in court over the latest case, which has its roots in a 2003 fire that temporarily left workers un-State and federal class-

able to access its mainframes action lawsuits filed last week claim that the elections board acted negligently in late 2003 and early 2004 when it distributed more than 100 CD-ROMs containing the Social Security numbers and other personal data of more than 1.3 million voters to aldermen and members of local ward committees.

The II-page state and sixpage federal lawsuits ask that the board be ordered to recover the discs and cruse the data on them. The lawsuits which seek unspecified monetary damages, also call on the board to notify all the individu uals affected by the breach. "What word like to see is some sort of an endowment for people whose credit might have been damaged by this,"

said Nick Kefalos, the attorney. who filed the lawsuits. Kefalos works at Vernor Moran LLC a Chicago-based law firm.

#### How It Happened

Jim Allen, a spokesman for the Chicago Board of Elections, explained that under Illinois law, elections authorities are required to make reports on revistered voters available to candidates and local officials Typically, the data provided doesn't include the Social Security numbers of voters. Allen said. But, he added, the

discs in question were created

using data that employees downloaded directly from the elections board's mainframes after an October 2003 fire forced the Cook County Administration Building to be evacuated for an extended

"They had to do a mousive download because they were not exing to have access to the mainframes for several months," Allen said. The the Social Security numbers of more than L3 million of the city's 2.2 million registered

voters and the numbers were

the basic information" sent to local officials, he said.

According to Allen, the elections board last Monday handdistinguish between to the size of ward offices requesting that the discs be returned So for he said there has

been no indication that any of the personal information has been used for fraudulent purposes. Nor have Social Security numbers been included on any discs distributed subse-

quently. Allen said. The breach was brought to the board's attention last month by Peter Zelchenko. who is running for an alderman's seat in an election echoduled for Esh 22

Illinois Bullet Interests Project also disclosed a major security breach on the election board's Wah site in October Than breach not only allowed users to view the Social Security numbers of revistered voters. but it also let them edit and delete the information. The board has since fixed

the problem and removed all but the last four digits of the Social Security numbers listed on its site. Allen said. It also hired Grant Thornton LLP, a Chicago-based auditine and business consulting firm, to help it with data security, stor-

age and control issues.

Zelchenko said the newty

discovered breach was \*far

worse" than the Web site prob lem. "There is now not on path to the information, but casily hundreds," he said. Noting that the informabirth dates, phone numbers

tion on the discs also includes and the names of family members, he said, "You couldn't plan a more ideal package for identity theft."

### Users See Potential in Lotus Apps, but Rollouts May Wait

#### BY TOOD R. WEISS

At its Lotusphere 2007 conference last week. IBM detailed upcomine software tools designed to enable compared users to collaborate more efficiently by better tying together different streams of internal information. Users interviewed at the

conference generally agreed that the promised additions to BM's Lotus product line could help improve their collaboration processes. But some said it might be a while before their organizations take advantage of the new tools.

For example, an IT administrator at an Fast Cuast utility said its business units use different applications and systems, posing collaboration challenges. Processes could be improved by using some of the new features coming in Version 8 of IBM's Notes and Domino applications, said the administrator, who asked to

The Notes 8 client is based

**New Capabilities** " Motes & includes word processing spreachbest and

sentation from that support the OpenDocument Format. · Domino S: Lets usees our applications written for earlier versions of Notes, without having to make any changes.

· Connections: Enables companes to set up "professional networks" of employees for sharing information. · Quilete: Supports content sharing wa wikis, blogs, content libraries, RSS leeds and

links to deskito applications on the Eclipse open-source development framework and will look like a native appliestion on Windows, Macintosh and Linux desktops, according

to IBM. The IT administrator said that should make the software "system-independent" while also making it easier for

But he added that his company's 20,000 users probably won't see the new tools for several years. The utility is still upgrading its systems to Version 7 of Notes and Domino and won't be ready for

#### another uperade right away **Two Lotus Tools Debut**

In addition to announcing plans to release Notes and Domino B for public betatesting next month, IBM in troduced two new Lotus prodnere an information-sharing tool called Connections, and a collaborative content-sharing program called Onickr.

Hugh Roddick, director of application development at Health Canada's client service center in Ottawa, said the various IBM tools could eventually offer major usability improve-

ments to the government aerney's 13,600 users. Currently, many of the users are forced to rely on paper-based communication or "cobbled-together" electronic tools. Roddlek sald. Health Canada has been testing Notes and Domino 8 for several months, and Roddick said the integration of new functionality, such as document-editing tools, into

Notes will let users run fewer applications at one time Roddick added that Connections could allow Health Canada's in-house knowledge to be cataloged in a central place. And Quickr could enable users to run searches against 5,000

or so Notes document storage repositories he said. "One of the problems we're trying to solve is that there's too much information," Roddick said. "You've got all this corporate information, but it's

in little silos. But Geert Van de Steen, a Notes and Domino consultant at TechTeam A.N.E. NV in Zwijnaarde, Belgium, sald his customers "would laugh at me" if he suggested they deploy IBM's new tools. "We are pro-

fessionals," he said. "We don't need these fancy things.")



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#### Continued from page I

#### Vista

test machines this year - or on an INV or at all

In several cases, the reasons extend beyond the typical issues that delay major morestions. High-profile new features such as the volume-activation and products alidation tools in Vista and the dramatically different user interface in Office 2007 are causing some

IT managers to think hard about their uperade strategies "The new UI presents a significant change-management issue we felt we couldn't absorb this wear" said Charlie Ward an enterprise architect at Duke Energy Corp. So the Charlotte N.C.-based power company will delay a migration to Office 2007 until next year. Ward said even though it's anxious to take advantage of improved collaboration capabilities between the desktop applications and Microsoft's SharePoint Server software, Duke Energy also expects that it won't start its separate Vista magration until

2008 Ward said Yancov Smith, Office group product manager at Micronoft mid the new Office were interface, which is called Fluent, was designed to be more intuitive. The company's customer research shows that 83% of surveyed users think they will need only two days to two weeks to learn the new innerform and 950, think it will improve their productivity according to Smith.

#### More Training Needed But IT managers such as fim-Prevo CIO at Green Mountain

Coffee Rousters Inc. in Waterbury. Vt., fear that their users will need more training than usual on Office 2007, Prevo said he was unitially stumped by the simple task of opening a file when he installed a beta come of the deskton suite.

"I'm a geck - I figure things out easily," he said, "Office 2007 is going to be a big problem for normal people unless we give them some training before they touch it." As a result, strurading to Office 2007

Office 2007 is going to be a big problem for normal people unless we give them some training before they touch it.

isn't a 'slip it in uver the weekend kind of project \* Prevo added. He said he expects that no more than 50- of Creen Mountain's PCs will be run ning the new applications by

Other manufacture and at any gling to find business drivers for migrations, especially it they haven't hought into Soft. ware Assurance, the Microsoft maintenance program that entitles users to product upgrades. There aren't "enough new features to create any ROF on Office 2007, said Dale

Borland Software Corp. today plans to unwil a new annouseh to its application life-cycle monuscement business. called Open ALM, and to roll out a new prodact designed to provide real-time visibility and software quality metrics for each phase of the anelication development process, Ted Melsen, president and CFO of Borland and Marc Brown, the

company's vice president of prudact marketing. discussed the announcements in an Interview with Computerworld

#### What is the philo Open ALM, and how does it meet the mends of Borland users? Nelsen: A year ago, we an

mounced our double-down [bet] on the ALM marketplace. Customers have a buse pain moint with their software delivery processes. They want to turn software delivery into

Franty CIO of Auto Work housing Co. in Tacoma. Wash. concerns about uperading to Moste much on the world to test applications and a desire to wait for bue fixes that will be in Microsoft's first service mark release. But a new twist with Vista is its Software Protection Platform technology, a set of built-in antipiracy and antitampering tools SDPs

tion mechanisms are making some customers uneasy. "I understand it and why it's necessary. It's an unfortenance byproduct of dishonesty in the IT world," said Christopher Pesola, associate director of application services at Learning Care Group Inc. in Novi, Mich. But, he added, SPP "seems a little too complex, and I'm sure someone

has already figured out a way Microsoft has said that Vista must be activated and pass a validation test within 30 days

a managed business process

instead of this chartic thing

ALM really articulates some

of the core values we

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they plan to deploy their ap-

Open ALM is really there

to help automate third-party

or open-source data collec-

plications on

thing else

Many users cited traditional connect to Microsoft servers over

telephone The other choice is the software activation and valida-Key Management Service (KMS) an internally hosted system for automarically actions. ing PCs or laptops. A company must have a minimum of 25 Vista-based

machines connected together to use KMS, and the PCs must be reactivated at least every vir months

"It simply complicates things for us without any quid pro quo benefit," said George Defenbaugh, manager of glob-

of installation, or else the operating system will go into a reduced-functionality mode. Volume-license customers have two activation options Multiple Activation Keys can be used for individual coment-

ore or a grown of eachers that MORE ON VISTA the Internet or by

al infrastructure IT projects at Hess Corn in Houston "All the work is on our side; all the honofe anomar to Milano, for When Hess upgrades to Viete it will use VASC which Defenbasch described as "the only reasonable answer for a

global company with \$ 000 oliver machines." But an upgrade won't bappen until next wear at the earliest bornid The activation requirement "is

probably the bigend mason we are still considering not going to Vista." said loc Hartman an application development man

ager at HydroChem Industrial Services Inc. in Deer Park, Texas. "The whole process sounds like a nightmare." With only three tech support staffers, he said any added bursten could "really strain our resources." .

Borland Set to Unveil New ALM Scheme, Testing Tool tions to drive the horizontal

#### data being collected scrope the metrics and measurements life cwde is. Once we underthey have going on now. Open that organizations need. Tostand that then we can use duty day, organizations can't manwarehouses and victualization age what they can't measure.

Henr will Borland's existing goodacts be tailored to fit into the new strategy? Brown: We are continuing to build out the integration for all our products to support the life-cycle activities (Our products pool) to give organizations either a unified AI M report or dash. boards so they can get those

What do you mean when you say that the breader life-cycle view in they're really strucyline kind of software development busi ness intelligence? Brown: One of the reasons why people have not talked about business intelligence for software development is because many technologies Ithat arel used to automate those processes collect information, but the

range of disparate data islands

We're very focused on what the

broader life-cycle views.

technology to bring together the data that is being collected (throughout) the life cycle. What is Gountlet, the product that

Borland is announcing this week? Brown: Our Lifecycle Quality Management (product) is very focused on addressing quality assurance across the software development life cycle. Gauntlet extends and is a complementary technology to that, It sits on top of a version

control system and it monitors the individual assets that are being checked in and out of the version control system it is a way to automatically inspect an asset for a particular attribute like a security vulnershility or a standard code violation. Onranizations now have a very good way to automate a number of the inspections they typically do manually today. If you do see a deviation, you can easily correct that in real time.



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#### Londonard Investment I

#### Vista

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#### Borland Set to Unveil New ALM Scheme, Testing Tool a managed beginess process

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> Scown: If we look at how organizations are doing software delivery. they're really struceline to have a predictable and managed process. We are making sure that our Open Al M platform supports any process or technology they want to use and the platform

they plan to deploy their ap-Open ALM is really there to help automate third-party or open-source data collecforms to drive the boot control metrics and measurements that organizations need. Toare what they can't measure

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data being collected across the life cycle is. Once we under warehouses and virtualization technology to bring together the data that is being collected Ithroughout the life exclu-

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## GLORAL

#### Taiwan Relaxes Its Restrictions on China

BANKAN'S CANTERSAN N. F. will allow its biggest technology companies to invest in mainland China hor only ofter they arms to make overlor better investments at home, a novern ment minister told percent OLOBAL FACT

ery here but work Min manife me terre the investments between Taiwan and mainland China, but fwe will try to see how we can take ad sant use of the seconomic nelations between the two sides." Janishich Joseph Wu, chairman of the concernment's Mainland Affairs Council, said at a

CENTRE BELING Foreign Correspondents Club of laron. Late last year, Taiwan approved remosts from local chip makers Powerchip Semiconductor Corp. ProMCN Technoluries Inc. and Advanced Semiconduca for Engineering Inc. to make invest-

ments totaling more than \$800 million (U.S.) in factories in mainland China Those moves followed negotiations between government officials and each company, "When they are willing to rue \$100 in China, we are asking them. How much investment are you willing to put in Taiwan? "Wu said. "They have to come up with some promise. and they have to write at down ■ WARTYN WILLIAMS, IDG NEWS SERVICE

#### 33% Growth Projected For Indian Outsourcers

NUMAS SOFTWARE and services exports are expected to grow by 3,5% to more than \$31 billion (U.S.) in the fiscal year ending March 31, according to data released last week by the National Association of Software and Service Companies (Nasscom).

India's three largest outsourcing firms - Tata Consultancy Services Ltd. Infosys Technologies Ltd. and Wirro Ltd. - each reported strong revenue and profit growth for the quarter that ended Dec. 31. Nasscom noted. The country is on course to achieve \$60 billion in exports by 2010, the Delhi-based trade organization said.

An International IT News Digest

Nasscom has projected exports totalone SIS million in ET services including software development: \$8.3 billion in business process outsearning and call center services; and \$5 hillism in onesment services, and product development work during the fiscal year. Employment in the country's soft

scarc and services sector is likely to reach L6 mil lion by March 31 up from 1.28 million in the previous year. Nasscom said The organization did warm that the country must improve the avality of odnestion and train more staffers in ander to maintain the employment levels needed to reach the

MET WORK INFORMATION . KOHN RIFETIRO IDG NEWS SERVICE

#### **Outsourcers Unaffected By Bangalore Riots** ---

6, bringing the total

in China to 137 million.

COHOLE LAWY MATERIAL

U PROCESTINGS OMPANIES here said they were mostly unaffected by rioting in the city earlier this month, although some took the enecon tion of rerouting staff transportation

The riots, which started Friday. Jan. 19, began as a protest of the hang ing of former Iraai President Saddam Hussein and turned violent as Muslims attacked Hindu establishments On Sunday, Jan. 22, a Hindu mob retalisted against Muslims in the area The rioting was confined to a volutile sector of downtown Banealore where

outsourcing and IT companies do not have operations, observery said "We are working as usual, and our operations were not affected," a spokeswoman at Bangalony-based Infosys said. Staffers traveling to work at our sourcing firm (Gate Global Solutions Ltd. were also largely unaffected because most arrived before rioters not to

the streets, a spokesman said. Most outsourcing firms offer trans portation to work for their staffers, and many companies, particularly those doing business process outsourcing have people working over the weekend. Many used alternate routes as a pre-

caution during the riots. ■ JOHN RIBEIRO ING NEWS SERVICE

#### **Dutch Prosecutors Seek** Prison for Rotnet Gann

a judge to jail two men charged UTCH PROSECUTORS have asked with a scheme they say may have infected more than I million computers with malicious programs

Prosecutors are seeking a three-year prison sentence for one of the men and a transverse contoner for the other said Desirey Leppens, spokeswoman for the openized crime branch of the National Public Prosecution Service in Rottendam, the Netherlands. They also recommended that each new £ 30,000. (\$38,000 U.S.) in fines, she said. A index will rule on the case on lan. 30

The men were not identified Leppens called the effort the large est exhenerime case in he conducted in the Netherlands, During a one-day trial on lan. to, prosecutors said that at least \$0,000 communes were infected by the two defendants, who are 20 and 28 years old. The pair used a program called Toshot, a worm that can be used to unin remote control of a computer and log keystrokes, prosecutors said. . JEREMY KIRK 100 NEWS SERVICE

#### **HP Opens Research** Laboratory in Russia ST. PETERSSURG, RUSSIA

■ FW11 I I PACKARD CO last week opened a new new arch lish here The laboratory will focus on in-Both Keer, diny for of the Information Services and Process Innovation Lab at the HP Laboratories operation. There's a lot of need to do additional database research," she said. "In data mining and in unstructured data there-

are challenges in understanding what you have not." Keer noted that about half of Russian university students choose to study mathematics or science. "It's important

for us to be where that talent is," she said. Keer will supervise the Russian lab and will act as its director until a permagent one is appointed, according to HP. The company is also recruiting

researchers for the new lab, which will ultimately employ about 25 people. Keer said HP's largest lab, in Palo Alto, Calif. employs about 350 people. Smaller research operations are located in Bristol,

England: Haifa, Israel: Tokyo: Bangalore; and Beijing, Keer said. PETER SAVER, IDS NEWS SERVICE

Compiled by Mike Bucken.

#### Briefly Noted

tent to use Advanced Mirro es inc. microprocessors, em u. Chico-han turer's policy of using only chins from Intel Core. Harty this oth brought out several new PCs ed on AMO chips and plans to add MO hand lactors later this way MONNYSTERT INCHESSES

> ShueScope Steel Ltd. in Matheway Australia, has awarded a four-year contract worth \$480 million Austra ian (\$379 million U.S.) to Computer Sciences Corp. to provide con: inc. application development and support, disaster recovery, aveste ntecration and end-user services over multiple platforms. The contract extends a relati eScore and CSC that becan in

dev 2000 B CADDEN DATE COMPUTERWORLD AUSTRALIA ------

China Mobile Communications Corp. last week agreed to surchase a majority stake in Paktel Ltd. in maked, Pakistan, from Millicom International Cellular SA in Luxembourg. The deal, valued at \$264 million, includes cash and debt payments for Millicem's 88.9% stake in the firm. The deal marks Reiling-based China Mehde's first for an outside of its home country

IDG NEWS SERVICE

IN DIAM MYSTERY AMP, IRON BRIDE INC. Jay Y. Lee has been promoted to chief customer officer at Sams Finctronics Co. In the newly crea on, Lee, son of Sam rman Kun-Hee Lee, will act an idea between Samuran and its no to form alliances with our

rent and presen company said. MARTYN WILLIAMS IOS NEWS SERVICE

------France Telecom SA this mon ed to combine its 15 worldwide earch centers into a single ortion called Orange Labs. The stwork of labs unites research rs in France, China, Japan, Po South Keres, the U.K. and the U.S. France Telecom CFO Didge Lonbard said the combined re

IN PETER SAVER IDG NEWS SERVICE



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DON TENNANT

## Giving a Chance

OMETIMES it gets kind of depressing, Cov- the blue from liten Patel. CIO of one ering the stories you need to know you're up to speed on developments that ering the stories you need to know about so you use to do it can be a bit of a downer.

You didn't have to look very far down the list of news stories on our Web site last week to get a feel for what I'm talking about: "Storm malware shapes up as worst 'weather' in years." "Breach at TJX puts card info at risk," "Chicago Elections Board sued over data breach." "Don't fall victim to the 'Free Wi-Fi' scam." It was a fairly typical week with plenty of not-so-good news.

Yet something happened that set last week apart. Amid all the gloom there arose a buzz in the newsroom about a story that was in production for this week's issue, "Have you read the Kiva story? someone would ask. 'Check out this week's cover," someone else would say "Is that cool or

If you haven't read it vet and you could use a boost turn to page 31 and read the story titled "Game Changer," It's about Kiva (Swahili for "agreement" or "unity"), a San Francisco start-up that uses Web technology to give people in developing countries a chance at a decent livelihood that they otherwise

wouldn't have had The small band of game changers at Kiva has come up with a way to enable individuals like you and me to easily lend as little as \$25 to band. working people who are trying to make a go of a business venture. You can choose to belo fund a farmer in Kenya who needs \$700 for seed and fertilizer, or perhaps a woman in Ghana whose \$625 loan will be used to expand her cornmeal dumpling business. In any case, the people you help are approved by a local microfinancing institution that you otherwise probably wouldn't even know

exists. It's an amazine setup, and one that has inspired more than 26,000 people worldwide to become lenders since the nonprofit Kiva was incorporated just 14

months ago Interestingly, I've come to find out that there are IT leaders who are devoting their careers to nonprofit organizations that are engaged

in this sort of microfinancing activity. By sheet coincidence, a couple of weeks ago I received an e-mail out of 

such organization - FINCA International in Washington Patel was easer to make us at Computerworld aware of FINCA's mission, which he said is to "assist the undergrivileged, the poorest of the poor in the Third World and developing countries to be able to stand on their own two feet" by means of microloans of \$80 to \$200. "Most of the people we lend to

happen to be women, which speaks volumes in terms of the impact that has on a child's mind when they see their mother, sister or cousin running a micro-enterorise." Patel said [That will] slowly break down social taboos, a very good side benefit "

By the way, as I was writing this editorial. I took a quick break and loaned \$25 to a woman in Afghanistan named Robena Faiz Mohammad who needs \$300 to buy beans and peas to sell on the street. The writeup on Kiva's Web site noted that it's difficult for women in Afghan society to engage in a business like this and that Robena is struggling to over-

come that obstacle It took me about 10 minutes to make the loan. It was worth it.



PAUL LAMB

### Us, Not You, for Person of The Year

66 TS ANYBODY making technology and access to it for me, and not just for some rich kid?" I overheard a young student ask. At the time, I was in the classroom at Street Tech, a San Francisco Bay area technology training and job placement nengraes for loss income and under-

correct adules The answer is complicated Or is it? Trickle-down technology is a fact of life in the U.S. just as are trickledown employment, housing and wealth distribution. Thankfully, we as

a nation believe in offering a safety net to keep people from sliceing over the edge entirely. But we also harbor a competing set of beliefs that people get what they deserve and that working hard entitles one to certain "freedoms," like unlimited wealth

accumulation What if technology

could help us to move beyond a "to the victor so the smalls mentality? What if we all had similar access to the tools for success in a world that is being rapidly flattened, as Thomas Friedman suggests, by technology changes? That flattening already has some welcome partners. like municipal and community wireless broadband networks that are arrempting to offer free and low-cost

Interpet access to everyone Here are some additional things we could do

Simple, affordable tools. While we have a \$100 laptop in production for the developing world and breakthrough cell phone technologies being deployed to belp entrepreneurs in poor rural communities overseas many of our own poor are being



overlooked in the U.S. For example, a cheap mobile device could go a long way toward keeping a homeless person connected to social services, jobs and

people in a position to help School- and community-based trains Our public schools, nonprofits, community centers and libraries are badly in need of technology training curricula and programs that support innovation and practical training for future jobs. Beyond supporting prison reform and expansion, for example, shouldn't we also be thinking about training as many inmates as possible for the 21st century workforce while they are in-

carcerated) Community based research and devel nt. Beyond designing tools and

Web 2.0 services for high-end consumers, there exists a tremendous opnortunity for technology businesses to form community-based partnerships

designed locally for the disadvantaged and disabled. This will open up new markets and encourage innovation on

the pround sess development. Existing Small-busin entrepreneurship training and microenterprise programs could be expanded to include Web training for new entrepreneurs and local merchanic utilizing a plethora of free and low-cost e-commerce tools now available. A virtual economic empowerment zone could be established to support strue.

gling entrepreneurs, and co-ops for online advertising could be made available to local merchants to bolister local economic development Neighborhood home pages. In place of seneric home or "splash" pages on computers and mobile devices. location based community portals could be developed and managed locally to feature neighborhood events, activities, busi-

nesses, political issues and nevele In this way, community and civic ties could be strengthened, new social networks formed and local businesses promoted.

Fortunately, there are already a number of good public and private resources to move the above oppostunities along. These include foundations, university-based technology R&D programs, technology companies, community technology programs and

a variety of new state and municipal digital inclusion task forces and broadband deployment committees But the fact remains that \$0% of

Americans are still offline, and even many who have some access are too far behind the technology learning curve for it to matter. Even in our most wired cities, many people do not have a computer and/or Internet access in the home: in San Francisco, more than 40% in the poorest neighborhoods don't. Yet. in a March 2006 survey conducted by the Full Circle Fund in San Francisco. 80% of low-income residents indicated that they would be interested in pur chasing a computer for \$300, and nearly three awarters said they would take

advantage of free computer and Internet transing classes if offered So if 2006 were the year when "You." were recognized as Time's Person of the Year because of your technology

enabled capabilities, how about making 2007 the Year of Us by putting technology to even better use - leveling the playing field for everyone? In so doing, we can finally have a

good answer to the question posed by that young man. )

WANT OUR OPINION?

More columnsts and links to archives of previous columns are on our Web per

## Five Men Weigh in On Women in IT

ON TENNANT is concerned about the falling percentage of women in IT ["The Darkening Mina." Editorial Nov. 201 However there's a very simple explanation, and one that few men would ever consider On average women are smarles then men and then more likely to see career disusters learning about Erzo, women are abendoning IT so that they will not be square in tha path when the next cancer disaster strikes, as if chd when the dot com

bubble burst. No. I don't know what the peut disaster is if I did I'd by a women, wouldn't 17 Rich Tietions IT technician and minine

director, Oregon THE PEOPLE on the "bought off" sale of the equation (those with better money and conditions) think that it will cost them to share.

Hance the kicking and screaming. The big secret is that diversity I rings for greater value than the cost of letting if m. That 12% differential is what we men pet gard in lieu of working

equally with somen. It's the bonus for ignoring the thinking, experience and windom of half the human race. Our day-to-day lives, our jobs and the luture of our industry will be pro-

foundly better diwe bono in these other insights and perspectives Frank Blots Davis Colif

TEXO TO agree with the reader who used the coal mine engloss Not that if can really be compared to such a deporture and dray job hed the hours one has to not one of are impossible to beer if you went to hour a larney Most of the women ones who for whatever overondecided not to marry, the others had very strong lamily support. Who is to Name? I do not know but I have worked in two different countries. and I have poticed that when a company can get away with overworking

its (I employees, you see a lot of women leaving as soon as they can Unfortunately most of the U.S. is such a nince Hilton Lima IT supervisor

Minm

AM A fourth generation coal miner who, after 16 years, was forced to frave the mines due to an accident. I returned to college and sat across the aiste from my oldest daughter in Calc 1. I decided to

major in computer science because I thought the industry could sustain me until retrement, I graduated in 1995 and have now moved to the

ton coat in my denastment, which in 50% female. Most would probably leave if they married that's a tabon subsect, though it's one that cannot be ranged by management. Whenen have traditionally been the over to

suspend work outside the horse to raise the kids, and if they ever return, their skill set is antiquated. Another reason women are paid less? When a couple both seek jobs, the common noth is that they will move to follow his sab offer. The woman left to find employment in the city of the man's choice, often has to take less pay then she might atherwise or even employment in another

held. This is not discrimination her Day is less because she look what was available rather than moving to where she could obtain the most remuneration for her services

F Moore IT manager Altoons Po

UT OF 42 IT perfessionals O that I manage, five are women. and they definitely are the construct the crap I would love to see more unman in the medianess. but the IT world beeng what it is, I wonder not why there aren't more of them, but

rather why there are so many Guy Pisapia Correctional Service Canada. Laval, Québec

Destroy the Data. Save the Harriware ONCERNING THE Story Ton

Tips on Destroying Data on Your Hard Draws" (Computaryout) com-Dec 201, please don't tell people to destroy perfectly good bardware and raid valuable raw materials into land. bits. Call a data recovery specialist and ask what he can't do to recover data. He will probably be happy to tell you the limitations of his senace and what makes a truly ment down I don't believe you should advocate date security by the blast-force travme of a stedgeharmner Shrodding ntwork risks is OK, although even that should be left in the connected and careful Burring, acid beths and melting just make a mess for future.

generations and width Ken I audentale Flight test envineer. Lexington Park, Md.

Common Sense A GAIN, IRA WINKER'S com-

mon sense cuts through a lot of the waternal lears regarding the mestion of product vs. security "Why the DHS's Automated Target System Makes Sense \* Computer world.com, Dec. 19] Yes, we need to be wary of government, but I would rather have Big Brother looking over my shoulder than some nut case with explosive shorts sitting read to

me Just ones to show you common sonse and all that common Thanks to ira for being one of the uncommon ones Tom Barth Milwaylor

One Joh? No Red Flan for This Reader

N THE ARTICLE "Five Tips for Resumts When You Can List Only One Employer" [Computerworld com Dec. 191 this situation is called a "red flan" But when I not a resume from someone who has shived with a company for many years. I see loyelty and a person Mariy to go the extra mile. In these times of people shifting jobs because of trivial completets, getting the opportunity to him a person who was with one company for many years seems like a chance to retain a lovel and reliable emolouse. Leads Talber

Portland, Ore

COMPUTERWORLD welcomes comments from its moders. Letters will be edited for brevity and clarity. They should be addressed to Jame Eckle. letters editor. Computerworld, PO Box 9171 1 Speen Street, Framingham Mass, 01701 Fee: (508) 879-4843 E-mail letters/ficomputerworld.com. Include an address and phone num ber for immediate verification.

## TECHNOLOGY

#### QUICKSTUDY

Color Temperature

Color temperature, a way of measuring the color quality of white light, is important in the design and use of computer monitors and digital cameras. PAGE 28

#### SECURITY MANAGER'S JOURNAL Getting Certified and Just a Bit Certifiable

CCSP boot camp is grueling, C.J. Kelly reports. But off-site training is the surest way to block out distractions. PAGE 29



#### OPINION It's Time to Forge Global Privacy Rules

Jay Cline says the time is ripe for a global privacy standard to replace the hodgepodge of rules that multinational businesses must cope with. The first step is to agree on what privacy really means. PAGE 30



HEN Coast Mountain Bus Co. decided 10 years ago to invest in enterprise asset management (EAM) software, even the executive

who approved the purchase could not have foreseen how valuable it would turn our to be. Back in 1996, the Surrey, British Columbia-based company needed EAM to help track maintenance work

orders for the fleet of buses it supplies to the Greater Vancouver Transportation Authority. Data was scattered across 12 different mainframe

and PC-based systems, militage a difficult for mechanics to get a haulik on report problems. So Coast Mountain Rus bought software from Datast ream Systems Inc., noowned by Infor Cickela Solotions. The software tracks 1,000 bases and their more than 25,000 components. It also schedules repairs and links to DPS data for efficient

dispatching of mechanics.
Cost-justifying the purchase was a cinch: Thanks to
Datastream's central repository of repair and
maintenance information, the company has
already saved \$I million in parts warranty
claims — "found money" that previously
would have been left on the table.

labor — in labor — in

But why stop at tracking buses? The company says it plans to expand its use of Datastream. "We can use it for buses. IT assets, buildings," says Jeff Vogstad, manager of client solutions at Coast Mountain Bus. "It not only tracks asset performance; it also tracks inventory, purchas-

ing, requisitions, scheduling of labor — it's all done in the product." Classic EAM has been used for decades in heavy industries such as manu-

ravy industries such as manufecturing, oil and gas, mining and power generation to wring every drop of utilization out of production equipment. In those markets, the cost of unexpected downtime can reach millions of dollars

per hour, and worker safety is at stake. To avoid such problems, companies bough software from vendors such as MRO Software Inc. (recently acquired by IBM), Datastream and Indus International Inc.

A typical EAM system catalogs and models assets and then automates work-order processing and the tracking of unexpected downtime and planned maintenance. Advanced EAM applications feature predictive maintenance tools, which check the asset's Continued on none 25.

and dilino



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Continued from page 24

condition for more likely, the condition of one of its components) to determine if maintenance is required. Now, the scope of EAM has widened to include cutting edge applications — for virtually every in-

row, me scope or EAM and without on include cutting-edge applications— for virtually every industry— that use sensors to add remote monitoring capobilities to the mix. The railmend industry, for example, is experimenting with technology that can track the status and condition of goods in transit. Aircraft makers have started to use technology that can monitor the condition of each component of a yet engme. Ragging wear on a bearing, for example, that could leaf not disaster; if not addresser; if not a

could read to disaster if in et addresseed.

EAM broader each is the result of an expanding
deficition of the term auser. "Almost anything could be
an user! There are financial assets, hourledge assets,
people assets, fitted assets, capital assets," says Hough
Deblam, Mass: Noses are anything of viabe in prov.
"It's all about the asset, Noses che anything of viabe in prov.
"It's all about the asset, You need so know where it,
is, what state it's in and whether you need to do some
thing about it." adds Alison Smith, an analyst at AMR
Research Inc. "Whether you're talking about a frieight
Research Inc." Whether you're talking about a frieight

car, a building s HVAC system, a computer network, a factory floor, a container of orange being shipped from Meckeo no New York, or tissue samples poing from a hospital or a lab, the bottom line is there is a need to track and understand the state of those a success. Though EAM schemberg is unquestionably missue, machaginon has been hindered by a culture that settles for reactives; mitch than proactive, maintenance, are not offer reactives intheir than proactive, maintenance, are researched inc. Industries other than manufacturing, are for the most part study in Proceedings of the Contractive of

Asser management siles also present a problem. Most large EAM users have multiple departmental or localized EAM systems. "Even the largest companies are will trying to centralize the management of all their assets and get a controllized view." says Conmanghon. Emergine level reporting of usest performance is the key to unlocking the real value. he adds. "It was bust seeing a picture of your access in their current state, in their current value, across all different locations and goographies." he explain

#### **Broader Applications**

In addition to manufacturers, transportation logistics providers were also early EAM adopters, using the software to track on-the-go asserts instead of fixed assets. There is overlap between EAM and what's typically referred to as fleet menspenent and tracking," says Connaughton. Traditional EAM vendors have entered the fleet-tracking bosiness as natural extension.

"They're starting to cross over into telematics — the ability to monitor things like the temperature and vibration levels — thanks to sensors placed within a truck or a trailer," he adds. These systems can also be tied to GPS tools to track the locations of trucks.

This opens up the potential for interesting applications, especially in cold chair distribution, or the fined-food supply chain. For example, if a fettuce supplier beys from growers in Nicarapos, it could use advanced firset tracking to monitor the temperature in the body of the track to be sure the logistics provider is meeting service-toed agreements (SLAI. If it nurred out the tracks weren't kept at the proper temperature, the supplier would know in advance that the goods might An Application Sampler

Track the loca tion and condition of goods travelle Analyze real-time data from sensors located on city buse predict equipment failures be fore they occur. The sensor of

 Monitor the location of IV machines and wheelchairs is a bossital

bull d ture in via

building's temperature and energy usage via a remote handheld device.

be spoiled and would have time to make alternate plans. This could be a huge boom on an industry where wasted goods represent a very expensive problem. Such monitoring could improve public safety, too. Says Smith. In the not-so-distant future, she says, it may be possible to monitor trucks or storage facilities for the presence of boxeria and other undesirable or-

ganisms. Growers might be able to prevent problems like Ecoli outbreaks. The telecommunications industry is the secondbiggest EAM user behind manufacturing, according to Connaughton. "They use it to track the light pole, the telecom infrastructure that is underground," he

to Connaughton. "They use it to track the light poles the telecom infrastructure that is underground," he says. "They integrate the systems with Igeographic information systems! so they can map out what the infrastructure looks like." Asset management systems can also help mainte-

annec crews du ritige to identify the biggest problems. The Clark Coursy School District in Las Vegas were live last summer with an implementation of MRO Software's Maximum EAM package. The district uses Maximum EAM bigging assets at 87.6 school facilities housing more than 700,000 studeness in 800 square feet of space. Publis safety was the most pressure grirer for buying the technology, according to Randy Shingdeton, director of maintenance.

to Kainly Shiftigateon, director of maintenance.
If we have a five or a major power outage, that is a
critical outage. If the air conditioning shuss down in the
moddle of lune when it's 120 degrees, the health department will shut us down. You want to fix that more than
the backed-up toled; 20 miles sway, "says Shingdeon.
The district's previous homogrown mainframe system
had no write to prioritize tower doners. The old swayer.

also allowed a work order to go unnoticed if the person to whom it was assigned happened to be out of the office. "The new option allows us so automatically forward Maintenance Evolution

fost companies go through the following phases when it comes to managing expensive equipment and other assets:

They do scheduled maintenance on the asset

If it breaks, they fix it

They do preventive maintenance based on knowledge about the condition of the asset as reported by a sensor. libe work orderly to someone else." he stays, Maximo tracks how long it takes for the maintenance crew to respond to problems of all types. Levell problems, the most serious type, must be addressed within four hours. With Maximo. Shingleton's team can show that average response time has been must shorter than l'it's the first time we have been able to prove that we are responding better than our SLAs (require!! he says.

#### Sensors on the Scene

Some of the most exciting new EAM applications are based on sensors for remote monitoring. In an industrial environment such as a warehouse, gas pipelinor oil drilling station, it would be impractical to use cable to connect sensors on each asset. Wireless is the only way to go for these types of applications. Radia frequency identification (ORFID) exchanges

skalo respicive; sacretine rocks (14 H10) dechnology could be used in such settings, but if not the only option. Mesh networking rechnology could also be used. A newholis network is a series of low power "motes," or radio newholis is a series of low power "motes," or radio and the series of the power "motes," or radio and the series of the power motes of the series of the power motes of the series of the power motes of the series of

The potential for wireless sensor networks is limited only by the imagination. Communitor cites a bospital doing a pilot project to manage intravenous machines and wheelchairs.

"They've setting up a wireless network in the hospital and naging the sauses with an RFID 122. They are track the asset and see where it is," says Connaughton. There is so much redundancy in hospital hoday. There are a lot of assets within a hospital that are not tracked closely. (Tracking below with optimization that we have in the inventory levels in the hospital and as well as thefit reduction. Both hele cur coast:

Several decades after it was invested. EAM techlology is being used for and wide, in curvinoments that were unforescen just a few years ago, CIOs comtreplisting after seep into the world of asset management should "look at it as more of an enterprise challenge as opposed to a one-off Based Aid Soution". advises ARC's Lefkoy. "If a CIO's looking to become more efficient in his operations and improve the overall bestons line. EAM is one strategy they has a lot of all bestons line. EAM is one strategy that has a lot of the line of the strategy of the strategy that the strategy has been all the strategy that is strategy that the s

Gibbons Paul is a freelance writer in Waban, Mass. She can be reached at lauren paul@comcast.net.



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same intervals as Celsius but

It doesn't matter what this black thing is made of because

it can't be seen. We call it

# **Temperature**

DEFINITION

Color temperature is a way of measuring (in units derived from the Kelvin temperature scale) and describing the color quality of white light by comparing it to a theoretical black body heated to a specified temperature on the Kelvin scale. It's important in the design and use of computer monitors, solid-state displays and digital cameras.

to. Color temperature is a use-

ful way to describe the white-

ness of white light, especially

Here's how two such seem-

create a very special

Light hell) by imperin.

ingly disparate and unrelated

object that's really cold: it's

Because absolute zero is our

primary reference, we'll use

the Kelvin scale, which has the

when comparing one light

source to another.

TRAT COLOR is white? From a physics point of view, white light is what our eyes see as a composite mixture of the full spectrum of visible light Ar the sum of all the other colors white can anpear in myriad subtle bues, ranging from red

to ivory or cream to vellow to blue. Yet our eyes tend to see any naturally bright light source that's not filtered as just white, with little sense that it includes more or less of certain parts of the spectrum. In this day of relatively

smart digital cameras and Photoshop image manipulation, it's easy to forget how much our brains depend on whites looking white to make all the other colors appear correct. Yet color matching, or color accuracy, is important for visual comfort. Every time we use a computer monitor, take a picture or look at a photograph, our brains adjust the colors we see so that they look the way we think they could

black because, by definition black absorbs all lucht that hits it. If this body is in balance with its surroundings, it will radiate back the same amount and type of energy that strikes it. This state of equilibrium is called black body radiation. When the black body site there at 0 degrees Kelvin with no energy coming into it it's

emitting no light, so it's not possible to see anything If we heat up this black body, we see it beginning to glow with a dim. reddish appearance. As the heat increases, the color changes, appearing first dark not then willow moving through the visible colors of the spectrum until it reaches blue and violet. As the object changes color, it also appears brighter, since more heat is being pumped in and a greater amount of energy is being radiated out while its

color is getting bluer; we interppet this energy increase as brightness. At the middle and histogrands of the visible light scale, the body appears white to us; our eyes and brain can't easily distinguish subtle differences at such light levels. When our black body reach-

concepts as color and temperature unite in a es 2,800 degrees K, it looks like single descriptor. Let's a normal incandescent lamp At 5,000 degrees, the quality of its light is akin to a sunlit suming a theoretical black mer day. Using the color temperature scale, we characterize sitting at a temperature of aba typical tungsten-filament solute zero. 273 devrees below light bolb as having a color zero Celsius, -459.6 Fahrenheit. temperature of 2,800 Kelvin (for simplicity's sake, we dron the word degrees when talking

#### Adjusting the White Balance booting with G or obsolute non-

ern computer monitors have proviously for changon the white balance of the displaced many. Somewhere on their adjustment menus is the option to choose a white ball ator such as 5,000K, 6,500K or 9,300K. Which one volume is a matter of personal preference, unless you need to match colors from different sources. For example, let's say you've created a lawout on-screen using Arithe InDescripted want to compare 4 to a mool protection pages Most manher arts mendurants survives have energiated viewers exists with risks temperature-controlled johrs (typically 5 000K or 6 500K). If you use this along with a display monitor set for the same coinc temperature, you can be sure to accurately see any differences between the printed proof and the monace image. Sensively digital carriers, DVDs and Web mothers are poppolity despected for a 6 NOKK white point

comes apparent when we min

distinction here: We aren't saying the filament is operating at a temperature of 2,800 degrees K; we're merely describing the color quality of the light. Similarly, we've set the standard reference for daylight at 5.000 Kelvin, regardless of the sun's actual temperature.

#### Balance the White

That would be sufficient if all our light came from heatine something that emits the entire visible spectrum. such as a burning match or a standard light bulb. But many light sources don't emit the entire visible spectrum. Some frequencies (and colors) are missing entirely, while other

frequencies show large spikes. Such nonblack body sources include fluorescent tubes, LEDs, and the sodium vapor lumos used outdoors We can't directly or accu-

The problem with this be-

rately use color temperature to describe the light from such sources. Instead, we measure the relative amounts of red. green and blue light these sources emit and calculate a correlated color temperature.

two dissimilar light sources For example, take a room that is lit by "cool daylight" fluorescents (cornel and color temperature 6,200K) and has suplight streaming in through an open window (say this light has a real color temperature of 6.200K). To the eye, both light sources seem to have the same color quality, which is what the numbers imply. But when we take a photograph, we see that the parts of the room lit by fluorescent light look strangely preenish.

Why don't our eyes see this difference in the room itself? Because like today's smart digital cameras, we have an automatic white balance" feature that automatically compensates for such differences.

Kay is a Computerworld contributing writer in Worcester. Mass You can contact him at russkaviöcharter.net

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## color temperature). Note a real

SOURCE ADMITTED PROPER





## Getting Certified and Just a Bit Certifiable

CCSP boot camp is grueling, our manager finds. But off-site training is the surest way to block out distractions. By C.J. Kelly

RECENTLY ATTENDED CCSP boot camp. I was there for a very specific - purpose. No. two very specific nurposes. Like most people in attendance. I wanted to achieve the Cisco Certi find Security Professional certification, but I also wanted in-depth training on the tech-

notonies that my staff deploys and I manage. Technical boot camps are graeling. Classes normally begin at 8 a.m. and end at f n m. We started

at 7:30 a.m., worked through lunch and finished after 8 p.m. At the end of the training, I was physically exhausted, but my mind

felt invicorated One thing that kept me soing was thinking about how privileged I am to have had the opportunity to receive this level of training. Usually, technical managers aren't sent to technical training. But as I have said before. I believe that the best technical managers

are both people-savvy and technically proficient enough to keep things on track. And I am very fortunate to work for compone who understands and supports that idea I hold amount continuous

in addition to my formal education, but in the past, I chose the self-study route. Boot get away from phones and camp was all new for me. pagers, do it. You have to man-

#### **Almost Derailed**

On the long flight home, I had time to think about boot camp vs. self-study using textbooks or online programs. I have always preferred self-study. which suits my particular

learning style very well 1 have an almost photographic memory, read very fast and grasp concepts quickly. I don't necessarily need interaction with other students or an instructor - in fact I find it

distanceion But just before I went to boot camp, I completed an

online training program to visites for the CCSP. and distractions nearly derailed the

process. I have no complaint above the quality of the online program It included information presentations, online "step into the lab" dem-

onstrations, flash cards and serveral variations of what the real test would be like. My life is crazy busy, so even though I took several full

days to do the online training from home, I still found myself constantly interrupted. For most people, block-

ing off the time you need for online training is the biggest obstacle. You have to open up your schedule and set aside the time for training; trying to do it piecemeal as time al lows just won't work. If this means closing your office door, do it. If it means working from home, do it. If it means going to the public library to

camp did the job. Of course. it's expensive. Even though my state agency got a discount. the training for one person ran between \$8,000 and \$9,000. and that did not include airfare, meals or lodging. It did include youthers for the five exams required to pass the CCSP certification test.

for self-study offline. And

because you don't have an

know what kind of materials

to buy. For its own certifica-

tions Cisco offers plenty of

resources on its Web site. In

fact. I ended up supplementing

the online training with other

Boot came is an immersion

cell phones and pagers are

cess were allowed.) There

isn't much socializine Most

room again with very little

in between The schodule is

obvsically draining; my lab

exhaustion

ruor with

partner was very late on about

the third day, citing complete

Nonetheless, the training

was excellent. The instructor

but also a security consultant

experience in the technologies

in real life, with day-to-day

we studied. Far from being

distracted by the other stu-

dents, I found myself relieved

that there were like-minded

people around to discuss is-

I would have to say that boot

was not only very capable.

poorle work from botel room

to boot camp and back to hetel

method. Distractions such as

discouraged. (I was surprised

this laptops with Internet ac-

self-study tools.

Camp CCSP

But some people drown when they're immersed. Your brain can easily get overleaded

when you're trying to cram

technical information into it for 12-plus hours a day I survived it, but boot came isn't my preference. Would I

do it again? Yes, and in fact, I intend to soon. So, managers, who are considering training perions for their employees should definitely consider hast camp seriously for some people, it will be the only way This same advice holds tone to give the work at hand the necessary focus (Others like me, may do very well with online program to guide you self-study, so don't overlook in what to study you have to that option )

> And shipping your employces off to expensive off-site training sends them a messave load and clear. You value them Some managers worrs that a big training investment could no to waste, since the employee could take his new skills and find a better-paying iob. But my experience has been that making investments

in people fosters lovalty. Expansive thinking on your part leads to expansive thanking on your employees' part. You want that Certification training raises another issue. There's a lot of talk that certifications don't

deliver a lot of value. But in my mind certification training and especially security certification training is a way of making sure that every aspect of security has been covered. It's the equivalent of requiring someone to have a college education as a job prerequisite.

Sure, certifications don't guarantee you anything. But they do give you a birth level of confidence that the person sitting in front of you knows the basics and can perform them well. I agree that experience trumps certifications any day of the week, but I look at certifications as a quality seal. And

#### that's good to have under one circumstances b WHAT DO YOU THINK? This week's journal is western by a real

and employer have been disquised to obvious mesons. Consect her at mychellyli security bloos, parameterworld need

To find a complete archive of our Security Manager's Journals, go online to

TOP BLOCKS

54%

#### Kana Provides OnDemand CRM

# Kees Software Inc. in Monio Park, Calif., last week ced the release of Onand, a suite of custome tervice applications avails a software-as-a-service offering call center e-mail resu ment, online chat and Web self-service canabilities. It's available now and starts at \$125 per month per user.

F5 Adds Appliance

That Delivers Apps · Seattle-based F5 Networks Inc. today will announce the Big-IP 8800 application delivery ance, which provides up to bit/sec. throughput for applications and up to 60bit/sec. roughout for hulk Secure ts Layer traffic. It runs Big-IP 9.4, the newest version of the vendor's software. The Bio-IP 1800 is available now, starting at \$89,995, including software

#### OpenPages Offers ITIL. Cobit Help

- Weltham, Mass.-based Open-Pages Inc. last week released OpenPages (TG software for ng IT governance and risks. The tool is intended to h nparies comply with IT Infrastructure Library guidelines, as well as Control Objectives for Inemation and Related Technology, or Cobit, practices, Pricing

## Trillium Software, a unit of

Harte-Hanks Inc. in Billerica. ss., has introduced TS les a data quality dashboard. The Veb-based application mon fermance indicators for custom or name and address in as well as supply chain, ERP and financial data, It can also be Pricing starts at \$40,000 for a

ver license and 10 user seats.

TAV CLINE

## It's Time to Forge Global Privacy Rules

HENEVER I've mentioned to chief privacy officers the idea of having a single set of privacy rules for their companies to abide by worldwide. their response has been unanimous:

Bring it on. Why? The legal and technical costs of complying with an expanding patchwork of state, federal and foreign privacy laws are mounting for multinationals. Having just one set of rules would improve the bottom line.

sioners from many world programments are singing the same tune. At a November conference in London they issued a communiqué uneine the United Nations to Jaunch an international privacy convention toward this end.

You and I as customers and employees would also that we could come to know and understand - instead of the vast array of obtusely worded privacy notices that we see on Web sites and find

in our mailboxes. It's hard to imagine a major constituency, outside of the Maho and Michigan militias, that would be against the concept of a global privacy agreement, if it was properly worded. So,

what's the haldon's It all comes down to two questions that the U.S. and Europe answer differently: What does privacy mean? And is privacy an inalienable human right? If two major blocs of the Western world can agree on the first question and

just agree to disagree on the second, the stage will be set for serious negotiations. What does privacy mean? The word privacy is nowhere in the U.S. Constitution, and Americans have had a continuously changing view of what privacy means. I see three major turning points.

■ Io 1890. Chief Justice Louis Brandeis asserted that there's a right to protection from public disclosure of private facts.



are four types of privacy violations: public disclosure of private facts, false publicity appropriation of a name or likeness, and intrusion upon sechmon In 2006, law professor

Daniel Solove offered four broader dimensions of privacy: information collection information processing information dissemination and intrusion upon seclusion.

If you think that's complex consider this: The European Union has eight privacy principles, the U.S.-EU Safe Harbut privacy accord has seven principles. and Canada and Australia have each developed 10 privacy principles

Is it possible to bridge all of those differences into one common meaning of privacy? I think so. There's a tremendous amount of overlap among these lists. So I've been sharing a list of seven global privacy principles with my CPO peers over the past year, and it hasn't wenerated any major objection (see chart). The major industrialized countries are converging on the question of "What does privacy mean?" and the time is ripe to

start forging a consensus. Is privacy an inalienable human cight? Europeans want the answer to be yes. and it's hard to blame them. After the experiences of World War II where Europe's Axis-aligned governments

exploited their access to citizen informa-

#### **Proposed Global** Privacy Principles

Mellor Propert industrials with a reserve policy when their data is collected. 2. Relevance and retention: Require indi-valuals to provide poly data that is needed for the business at hand, and retain it for only as

long as needed for that business. 3. Access and accuracy: Give rythyright a way to securely access and correct their information.

4. Separitie: Protect individuals' information from unauthorized access within the collect ing organization and any other organization or country to which it is transferred.

5. Choice regarding third-party sharing: Let individuals choose whether third parties should be allowed to access their information for analytical or marketing purposes 6. Choice regarding direct marketing: Let individuals decide whether they want to be

contacted for marketing purposes. 7. Enforcement: Appoint a serior executive to be responsible for annually assessive the organization's compliance with these

tion to round up and execute opponents, you can see why Europeans want to go as far in the opposite direction as possible But Americans don't think privacy rises to the preeminence of an intrinsic human right - a right the government must recognize and cannot currail. To say that we have a "freedom of privacy" and that the government can't stop us from being private would be one of the most ambiguous amendments to the U.S.

Every major constituency - citizens, businesses and governments - would benefit from a single set of global privacy rules. The question is, will the EU be open to compromise?

## MANAGEMENT

01 29 07

#### **Buyer Beware**

Are your IT vendors tied up in legal problems? If so, there's a real dam per you can become entangled too Here's what to watch out for and how to protect yourself PAGE 34



#### Managers' Forum An employee nearing retirement isn't

pulling his wright. Not only that he's causing trouble. What's a manager to do? Paul Glen has some tips. PAGE 35

#### IT. We Have a Problem! Part II

It's time for FT to stop playing the whipping boy, stand up and take credit for its role in cornorate su cess, says Paul Ingevaldson. PAGE 36

## **GAME CHANGER**

harnesses II to revolutionize microfinance.

By Mary K. Pratt

ardworking but uneducated entrepreneur

in Topo, peeds a loan to buy chickens and feed to expand her poultry business. This will enable her to better support her four children and two foster children. She will repay the loan in 15 months. If you could change

her life with a \$25 loan, would you? Well, now you can.

Kiva, a San Francisco-based start-up. is using technology to connect smallstakes lenders around the world with impoverished entrepreneurs in develonine countries - a feat that's beloine to change the nature of microfinancing and global giving itself.

Kiva's approach is straightforward. Entrepreneurs working with established local microfinancing institutions, or MFIs, put their business plans. financing needs and photos on Kiva's Web site, Investors from the U.S. and other affluent countries visit Kiva.org. choose which entrepreneurs to back

and then finance the loans.

The organization, which incorporated as a ponprofit in November 2005. has already raised more than \$2 million in loans from 26,000 lenders. The idea is simple, yet Kiya insiders acknowledge that it's only feasible with today's technology.

"Five years sen, it wouldn't have seemed possible," says leremy Frazao

work computerwood non

Kiva's director of technology.

Kiva's director of technology.

"They're using the Web to shorten
the [lending] cycle and increase the
flow of information among people
who wouldn't otherwise connect," says
Peter Bladin, director of the Seattlebased Grameen Technology Center,
part of the Grameen Foundation, a
Washington-based nonprofit that promotes whole in incredirection.

#### BEGINNINGS

HI TIMA FOR KIYA, Which means "generated" in Swahili. the means "generated" in Swahili. the charge and the heart yabba when co-founder and CSO Matt Flannery was using e-mail and text newfic, Jessaca Jackley Flannery, while she worked in East Africa through the Village Euterypies Fund, San Carliso, Califobased nonprofit that provides business training, seed epublic and metanting to the control of the provides the same of the control of th

people in that region.

Inspired by her experience, the couple tried to invest in microfinancing ventures only to learn that they were priced out of the market. (The minimum investments for MFI funds are senerally \$50,000 or \$100,001)

"We had seven businesspeople in Uganda we wanted to invest in, and we didn't find any opanization that could help us do that." Matt Plannery says. So the Plannerys helped themselves. In March 2005, Matt created a Web site that featured the Ugandars' Photos and stories. The couple then used the Internet to solicit "shares" in those businesses from family and friends. The

shares sold in one weekend.

Kiva was born, but it was just a side
project at first. Matt kept his regular
job as a compoter programmer at TiVo
Inc. until December 2005. Meanwhile.
Jestice, who is now a second-year
MBA student at the Stanford Graduate
School of Bustiness, spent a year raining money and researching legal issues
related to their venture.

Around the same time, Frazio, a software architect, and his wife. Fiona Ramsey, an executive assistant at east estate company, were spending a year traveling. They arrived in Thailand just months after the catastrophic tsunami of December 2004.

nam of December 2004.

The couple sent e-mails to family and friends, asking for contributions for local entrepreneurs in need. In two days, they raised more than \$3,000 via their PayPal account, some of which came from strangers to whom their

original message had been forwarded.
"That's what made my mind start
spinning about the ability to raise money over the Internet," says Frazao.

They returned to the U.S. in August 2005. Two months later, Frazzo read about the nascent Kiva on a blog, "It just became clear to me that this is going to change everything." he sace.

Frazao started helping Matt Flannery write code. Weeks turned into months, until Frazao finally became an official paid employee this past August. Ramsey became Kiva's community and operations manager.

Now King's mission is to draw others into macrofinancine. Visitors to Klasia site see that Juliet Jeunbor in Nigeru needs \$500 to expand her beauty value François Segbessi Akpatou in Togo is asking for \$1,200 to grow his auto consistancianes Peros Mikeles in Stat. garia is seeking \$2,000 to buy a professinnal coffeemaker and refrigerator for his snack shop. The entrepreneurs also say when they'll pay back the loans. Web site visitors who decide to invest in a venture contribute online, going through a checkout process much like they would at a retail site. MFIs yet the entrepreneurs and disburse the funds. covering their expenses from interest they charge to the entrepreneurs. So, for, there has been a 100% payback rate. but most lenders reinvest their money Kiya uses PasPal a part of ellow texto collect money from individual insurtors, PayPal reimburses Kiya for the transaction fees, essentially donating the service, which otherwise "far and away would be Kiya's eventeer expense," Frazao says. Then Kiya wires the money overseas using San Francisco-based Wells Farm & Co. PavPal is not available in many developing countries, making wire trans-

## fers the most efficient way of getting Kindred Spirits

www.donorschoose.org - Teachers in public schools submit proposals Donors choose which projects to fund www.globalghining.org - Donors lund gratto-roots projects that appeal to their specific interests.

www.grameenfoundation.org
- Small lears, learned services and lechnology help the poor - especially somen - start self-sustaining base nesses to escape poverty

www.modestreeds.org - U.S. applicants seek money for short-levin emergency expenses. Donors help detainmen which ones should be funded, www.naenaste-direct.org - Donors contribut to their choice of specific microcraft projects.

#### Funding the Funders

The risks is to create something that is self-sustaining if says Fierra Ramsey, We will scommunity and operations in manage there's how normally five gots mornly to got from its restine operating expenses.

■ Large contributions from inde-

#### vidual benefactors.

a Contributions from lenders. Landers at Neu org are abled at checkout to make voluntary contributors equaling 10% of their loan amounts to support operations. About 90% donate

#### # Grants and corporate gift-

a Loan fees to microfinancing institutions. This year Now will start charge ingrist MFI patters a 27b let fee on loans to help cover Now's costs (That fee is well below the IFF9 interest that lenders typocoly charge to merchianciing institutions to distribute learns).

money there, Ramsey soys, Abbough aspects of Kiva.org feel like a retail site, is operate under financial and technical challenges that don't affect commercial ventures. One of the biggest is slow Interest access in the developing world. Frazao asys. "The infrastructure in place like Upanda is so but dhar it makes things almost froposible", he says. "Sometimes it was taking an hour outpload a phoeu."

Even when connections are available, there are problems, he adds. For example, some partners have the financial savvy needed to scout for potential entrepreneurs and set up the microloans, but they lack the necessary computer and Interest skills.

and internet skills.

One partner in Africa had so run wires from the road to his office to connect with Kiva. Those wires were stolen within a day. Now he has a wireless connection, but that's even slower.

To get around poor Internet connections, Kiva is running a pilot program using 10 camera phones donated by Nokin Corp., supported by Multimedia Messaging Service and code that Frazao wroce. Partners can just take a phono, type a message and send them. Back in the Strate Kine restfur foot

Back in the States, Kiva staffers face additional challenges. Among the biggest has been scaling the technology fast enough to meet the site's exploding popularity. In fact, a spike in interest after PBS ran a Frontline/World story highlighting Kiva in October caused the organization's servers to crash. (Bronically, the incident brought in \$75,000 in donations from those who tried to gain access to Kiva.org and saw a message explaining the organiation's technical difficulties and a request for donations for new servers.)

"The organic growth works for a while, but there's a huge difference between organic, grass-roots architecture and a business-ready architecture," Man Flannery says.

Kiva staffers and volunteers are undeterred. They use open-source software whenever they can, Flannery says, a move that has kept costs down as they have continued to scale operations. And they recently outsourced their Web hosting to Media Temple Inc. in Culver City, Calif. because the service enables Kiva to handle dramatic scikles in Web traffic without incurries

consistently high costs in doing so. Media Tempis, which has offered Web hosting services for the past eight years, tunnched a grid-based system in October that can scale "infinitely," says CEO Demin Selffors. So insint selflors, So insint selflors as it on a single of offering each client a site on a single shared server, the service is spread across hundreds of servers. Organizations pay a set cost for 1,000 grid performance units, with additional fees if they execed that amount.

#### BUILDING

IVA, WHICH STARTED WITH printer and six personal laptops brought in by its workers, 
to expanding its operations. Last Joly, 
it finally acquired office space, two 
doors down from a laundromen in San 
Transcisco 'Mission District. Its budget 
is increasing from just over \$125,000 in 
2006 to \$500,000 for 2007, 1935 Chief 
Operating Officer Ghans Khan, Frazo 
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Loftier goals include expanding the marketplace and bringing more lenders and borrowers together, says Matt Flannery. There's also a plan to pay investors back with interest. "There is a huge potential to access

capital from people like you and me," says Bladin. "Kiva is tapping into that. How big that is or how far you can go with that, I don't know." Kiva staffers don't know either, but they'te sure that the orwanization's im-

Kiva staffers don't know either, but they're sure that the organization's impact will be significant. "We're just seeing the beginning." Franao says. "Kiva is about to get really big." •

Pratt is a Computerworld contributing writer in Waltham, Mass. Contact her at marykpratt@verizon.net.



Software as a Service (SaaS) is no longer a question of "if" but a question of "how?"

In addition to SaaScon's impressive keynote lineup, the event will stand out as the gathering place for all participants in the SaaS marketplace and the only forum that provides practical case studies and realworld SaaS deployments presented by the enterprise end users who implemented them.

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## VENDOR'S LEGAL ENTANGLEMENTS

NEORMATION TECHNOLOGY manager Thomas Barce likes to make sure his wenders are unfettered by complex litigation, "I've been hesitant, if not unwilling, to work with vendors who have been in the public eye because of debacles," says Borey, regional manager of practice connect or Sulheight & laworski LLP, a Houston law 6rm As an example, he cites vendors that provide electronic discovere processing. He several to choose from so beeasily dismisses the few that have been accused in low-uits of failing to pronerly process e-mails and attachments. Finding a vendor that hasn't had some sort of legal entanglement might be one of the hardest tasks in IT. The av-

according to a recent survey of 311 U.S. companies by Fulbright & Jaworski Lawyers say IT executives shouldn't disqualify a vendor simply because of its involvement in local action. They do, however, recommend that IT shops examine companies' records and take steps to protect themselves from legal action. "It's important to carefully assess the vendors they're considering aligning with," says Robert D. Owen. head of Fulbright & Isworski's littlestion group and co-head of the firm's e-discovery and information manage-

erage U.S. technology or telecommuni-

cations firm faces 79 pending lawsuits,

Several attorneys offer some tins.

BEWARE THE SMARE. If you think a vendor's legal problems oun't touch you you're wrong. Some high-profile cases show just how nerve-racking such lawsuits can be, Just look at all the hoopla around last year's putent infrincement case against Research In Motion Ltd the Waterloo, Ontario-based maker of the popular BlackBerry. The case

brought by NTP Inc., threatened to shut down the entire BlackBerry community. Moreover, patent infringement cases like that can involve not just the yeardors accused of using others' technologies, but the users as well It's not uncommon for people who

own parents to threaten customers and say. Your vendor is selling a product that infringes my patent and by using this product, you're infringing on my nations," says Tony Fitzpatrick, cochairman of the intellectual property litigation practice at Duane Morris LLP.

a law firm in Philadelphia. Vendors are also frequently involved in disputes with clients or employees who have moved to the connectition and have allegably taken contidential in fee mation or client lists with them, says Fitzpatrick "Chyssionally there cause can ensuare customers as well," he adds.

GET THE LOWDOWN. Learning about a vendor's legal problems takes some footwork, so not all 1T shops include this step when picking suppliers, says lames C. Gatto, the national intellectual property section leader at San Francisco-based Pillsbury Winthron Show Pittman LLP. But they should, he says, adding that a company's IT group and legal department should together examine a vendor's history in this area.

'Certainly, it's wise to ask about whether the vendor has any pending legal problems, whether actual lawsuits have been filed or have been threatened," Fitzpatrick says. Good sources of this information include LexisNexis. CourtLink, which provides information on pending litigation in courts throughout the U.S., and reports published by The Dun & Bradstreet Corp.

ANALYZE THE DETAILS, just knowing that a vendor has litigation pending isn't enough information to make smart decisions, \*People bring Issuraire all the time, whether they're meritorious or not. So companies should look at the type of laugation," says Alan

N. Sutin, chairman of the national technology, media and telecommunications practice at Greenhere Traurig LLP, a law firm in New York, "If there are a high number of litigations that center around failure to perform or litigation surrounding issues such as security breaches or

confidentiality or privacy concerns, those are very relevant. Barce says be wouldn't discount a

vendor that is facing litigation over a disputed trademark, but he wouldn't work with one facing claims that its products didn't work as promised. Gatto goes a step further. He contacts people involved in litigation to learn

Protect Yourself Even If you've done your day 400-

or, there's no guarantee or, worse, drag you into it. H how to protect yourself.

- Seek indumnification, Aprov equiring the vendor to indemnify you in me of any legal challenges is "pr best and most basic restaction was con et." saws Tony Fitzpetrick, co-che ested property Riggs at Dunne Morris. With that in the re erry claiming patent inf on a software application suce both your envior and you (as the user), your vers must cover the cost of defending you ninet the claim as well as any losses of

tions your company suffers. Consider Insurance, Inde ion has limits, says James G. Gatto, the ional IP section leader at Pilisbury lyop Show Pittman. For instance, a claim of orders infrincement might out arine from the vention's product but rather in how you, the user, oust het could leave you facing all the costs of leigntion and any settlement or judg pinet year Potent infringement inversees policies would cover the costs of legal action and dameges. Gatto save

- MARY K PRATT what happened to trigger it. If the cases

are "just routine business disputes." that's one thing, he says, but "when you see a pattern of activities, that's when the antennae should go up. Actually, that's when you should run away."

INVOLVE COUNSEL EARLY. Compiling and analyzing all this legal information is a big task so don't so it alone, Sutin says, "One common mistake that a pattern of companies make is involvactivities, that's ing lawyers way too late in when the anten the process," he says. That's nae should go particularly true when comup. Actually panies hire vendors through that's when you a request for proposal should run away process where the RFP

fails to include terms about contractual protections and disclosures of past activities. "The important thing." Gatto says, \*is to pick your partners well, do your research well and make sure you have

both business and legal people involved in assessing the issues."

Pratt is a Computerworld contributing writer in Waltham, Mass. Contact her at marykprattiäverizon.net.



have an employee who is retirement, and his es at work is not what it to be. He is a very smart dd he relied ween to ngs done and done well w I feel I need to manage st to the micro level: Did you

see the e-mail? Is that done? Where s this stand? etc. Since he is a ne ol cury. I don't feel this is a good use of we, and I'm sure he's not enjor er. In addition to "mission" the s. he's petting bellinerest in e is not in agreement with the on that was made. Any insight on

When driving, we rely on the fact that when we press on the brake pedal, the car will slow and stop. We trust that a chain of mechanical or electronic events will invariably follow that

initial impulse and that the entire system will behave predictable It's no socident that marine and TV shows often resort to failing brakes as a plot device (no matter how tired it may be). That fear of the failure of reliable levers of control is something we can all relate to

As managers, we often make the same assumptions about the levers of organizational control at our command - that they are as predictable and reliable as a brake pedal. And similarly, we fear the failure of those tools.

Traditional methods of keeping subordinates in line or on board usually relate to fear or greed. When we're faced with a recalcitrant person, a good percentage of the approaches that we think of involve manipulating these base emotions. Employees fear punishment and humiliation, so if we can credibly hold the threat of dismissal. demotion, rublic shame or an obstruct-

ed career path over their heads, they are likely to toe the line no matter what they really think or feel. They'd do the same if we offered the dream of future riches, promotions or nower

But when employees no longer look to the future with anticipation or trepidation, these offers and threats become negotiers and manages full terrified by the breakdown of control So end-of-career employees can offer special challenges

Often, you either can't or wouldn't consider firing them. They are you could fire them, it seems wrong to

protected by union rules, semiority systems or the tacit threat of an ago discrimination lawsuit. And even if ignore a history of contribution, even if their current production isn't up to previous standards. Not only would it be dispersed full to the individual involved, but it could also demoralize others who look forward to a lone cateer at the company

#### So. What to Do? First, ask yourself, Why is this person

suddenly actine out? Something is roing on emotionally to lead to this change in behavior. It may have some thing to do with the work that he's been assigned or the decisions that were made, but my guess would be that it's menhable and

I'd say this is probably a reaction to his pending life change. If the employee has excelled at his craft, a great deal of his personal identity is wrapped up in being technically competent and producing results. He is used to being an important part of a group of peers. He is used to being respected for his abilities and contributions

All of this is about to be stripped away from him, and that's probably somewhat terrifying. In order to disenergy from a lifetime of work and identification with his role, he may need to construct a reality in which work is a terrible place that he must escape from, not a setting where he feels

a sense of pride and accomplishment. He may need you to be a tiresome, overhearing now in order to instifu leswing it all behind

He may also be suffering from a bout of bitterness or disappointment He may be feeling that he hasn't accomplished what he set out to do with his career. He may not like a future without technical problems to solve or things to accomplish

I think that his situation calls for a sympathetic treatment. This sounds like a person who deserves the gratitude

of the organization and a graceful exit. Sit down with him and outline your dilemma. Let him know how much his contributions and years of service mean to you and the company, and how much his continued contributions will mean. Tell him that you feel uncomfortable micromanaging someone of his experience shiftly and maturity Ask him how the two of you can best

work together in the time he has left. If he responds well, respect his wishes as much as possible If he responds badly -- either bellie-

erently or with a denial of the problem - you have your answer. You are unlikely to bring him around. In that case you will probably have to isolate him somewhat in order to limit the damage he can do to projects or the morale of his peers while his career winds down.

## READERS TALK BACK

Langueriated your advers should but what can you do when the guy at the top is teo perheaded to sten to reason - even when you barre most of the executives on varie side? - K A

When reading your advice for iness managers to spend time the opposite Should IT managers spend some time outside of IT as they climb the ladder? I lee! I would greatly benefit from better understanding the business side if I did that. - C.X

## More on Floating An Idea Upward

I appreciated your advice about how to final an idea unward. but what can you do when the grey at the top is too pigh den to reason - even when you have most of the executives on your side? - K.A.

When a leader is beyond reason. it becomes very difficult to convince him of anything. Il building a coalition of peers proves insuf

1. Wait it out. It may be possible

to just wait until the correctness of your position becomes underigable Resign. Offen, if you can't in good conscience follow your man

er, you may have to feare either your position or the prosegration as a whole.

A Foment a crup. If what the to the organization, you may want to try to get the manager removed ta that this is a very high-risk strategy and should be approached

stremely carefully.) 6 Stop caring and just retire on the job. Just kidding. This is bad for everyona involved. - P.G.

hen reading your advice for piness managers to spend time ithin IT, I was considering doing e ennesita. Should IT manacers spend some time outside of IT as they climb the laster? I feel I would greatly benefit from better understanding the business side if

I'd say that it really depends on the path you want your career to take. In general, I think that time in the isiness unit is always helpful, but if you want to stay purely technical, it is probably of somewhat lesser value than if you want to go into client liaison work or manag

Regardless, spending time in the business unit is a great idea - an fene as it is not so lone a tear of ta tha technology. - P.G.

MANAGERS

I have an amployee who is near retirement, and his longs at work is not what it used to be. Ha is a very smart. senior-level technician who once could be raised once to get things done and done well Now I leel I need to manage

him almost to the micro lavel: Did you see the e-mail? Is that done? Where does this stand? atc. Sinca ha is a seni level guy. I don't feel this is a good use of my time, and I'm sura ha's not anjoying it aither. In addition to "missing" tha a-mails, ha's petting belliparent in meetings, especially around one topic whara ha is not in agreement with tha decision that was made. Any insight on how to managa this situation would be greatly appraciated.

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#### So What to Do?

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PAUL M. INGEVALDSON

# IT. We Have a Problem! Part II

N MY NOV. 27 COLUMN, I described my experience teaching an MBA class at a local university. The article portrayed my frustration over my inability to convince the students of the value of IT and the need to understand how to effectively work with IT to achieve top-quality systems for their businesses.

I received a lot of e-mail responses. One writer commented, "What IT still doesn't understand is that Nick Carr was right! IT is an infrastructure service."

A CIO wrote that when he talked to his son, a recent college graduate about an IT career his son responded, "Dad, I wouldn't think of I'T as a career. Don't you know everybody bates FIP

A third reader, from Aus tralia, said, "I wait for the day when IT is as mature as the automotive industry and all a user needs to know is 'how to drive,' how to buy what they need and how to ring someone to service or fix their IT stuff\*

As I see it, these comments indicate that there are people with a range of opinions out there who fail to comprehend the incredible opportunities that exist for companies if they properly position and use IT to advance their

businesses I started in IT more than 40 years ago. At that time, automobile manufacturers didn't use robotic systems to build cars. Paint manufacturers didn't use process control systems to ensure a high-quality product. Retailers didn't have point-of-sale computer systems tied into back-end inventory management systems. Retailers and manufacturers didn't use sophisticated inventory replenishment systems to minimize inventory requirements. The PC hadn't been invented and online



systems were just beginning to be developed This list could en on and on. The IT departments within companies over the past 40 years have literally revolutionized how business is conducted around the world. Just look around.

Almost all knowledge workers spend their days in front of terminals doing their jobs. And this doesn't even begin to discuss bow the Internet is changing the way companies go to market

Yet my respondents, like the college graduate, say everyone hates IT. I find it very ironic that we seems of choose are held in such low regard across the business spectrum. I know this isn't a universal feeling in all companies, but I have a sense that it is more common than we in IT would like to admit. Suffice it to say one would expect that a profession that brought so much change would be held in much higher regard rather than experience the lovehate relationship it often does. Perhaps this very mission to bring change to internal operations is the cause of the bad feelings. People don't like change. and that's what we bring

This is why I think we have a problem. Instead of bonoring IT for improving the operations and competi-

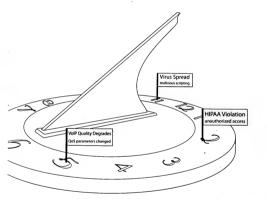
tive advantage of our companies, executive management often tries to cut our budgets, reduce our staffs and out source our activities. Then it's mick to hire consultants who always have a "better" solution than what the internal staff is uffering. Often, instead of retaining a highly motivated staff that has the notential for great innovations we are left with a demoralized maintenance staff that is pushed around by consultants. This is certainly not a recine for success

IT management must rise to this challenge and quit giving in whenever the budget-cutters target IT as the solution to annual budget shortfalls. We must win the argument that our costs ultimately improve the expense ratios within the user departments. We must win the argument that a talented motivated and skilled IT workforce is need ed if we are to bring innovation to our company's offerings. We must force our senior executives to better understand the unique role of IT in bringing competitive advantage to our businesses. And we must convince all our users that by working together with us in systems development, we will develop better, more aligned systems.

It's a tough job and probably the most important one for the CIO and the CIO's senior staff. They must continually show that they understand the business and must also document the contributions made by the IT department. IT must position itself to be the technology innovators of the future. By doing this. IT will ensure itself a place at the table and will continue to challenge the company to move forward in an appressive manner. If we fail to do this, we run the risk of becoming the irrelevant utility envisioned by my reader from down under, and our companies will pay the price in the lung term.

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John Halamka, Thereton A. B Bart Porkins, Virginia Robbin
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## BI Value

manage its supply chain and monitor corporate performance. Yet Stone said he is still asked by top executives for a specific return on his B1 investment

At the same time 91 has be come so critical to Lowe's that the home improvement retailer is building a new data center in San Antonio, in lorest meet to back up its Teradata data warehouse and BI applications from McLean, Va.-based MicroStratcay for he said

to the end, you're likely to he faced with some form of proof question," Stone said during a keynote presentation at the MicroStratory World 2007 user conference held here last week. And, he noted "definitive proof is hard to

come by." For example, several years ago, Lowe's used its data warehouse and BI tools to help solve a problem with collecting fees for delivering products to customers. Payments for deliveries increased by \$30 million in the year after the company first started using the tools to find out which stores weren't collecting the fees Stone said "This is an example of what BI is adding to the bottom line," he said.

Still the CEO at the time asked Stone whether he could definitively link the humo in collections to the use of BL There is no silver bullet, [but] if you continue to deliver value, the funding always seems to inch its way back to your

budget," Stone said. Lowe's has several new 81 projects under way, including one to identify fraudulently returned products. Stone said these initiatives all demonstrate the value that BI brings

to the company. Lowe's has also started using B1 technology to track 50 million items in its 1,400 retail stores against billions of



transactional records to plan inventory levels and analyse the effectiveness of the 4,000 to 6,000 quantity-discount programs Lowe's has in place at any one time. Stone said. Overall, the company uses the BI tools to create 170,000 reports per week for internal users and for personnel at almost 1,000 of its suppliers, he said.

Paul Wolters, technology manager of Bl at Kansas City. Mo-based Hallmark Cards Inc., said the company uses MicroStrategy analytic tools for several critical applications, including one that pro-

vides data for automatically replenishing stock in its 460 Still Walters and his team

must continue "prospectine" to highlight the value of Blan corporate managers, he said. Prospecting, Wolters and means dispatchine internal BI specialists to all areas of the business to proactively identify pain points in employee processes and come up with BI-based solutions to the

\*If I can come up with a subution that helps (an employee) understand where his pain is and what he can do about it. that is powerful," he said "We try to use that as a marketine tool internally."

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Even with those efforts Wolters said he still has to prove the benefits of 81 to his CIO and even to other IT employees, "We have spent a lot of time evappelizing RI to the IT folks," he said. "They still are in the mind-set that BI is

just reporting." Ted Bross associate director of administrative information services at Princeton University, said that though he knows that the university's Cognos BI tools have made life easier and better for users, he can't easily quantify those benefits for university officials "We would like to think that

be completed by year's end, he said. The home improvement company plans to use the Daal Active System

Solution from Dayton, Ohio-based

Teradata in the new data center and

in its existing one in Winston-Salem,

N.C. so that the data weerframe

and RI took can be on in both

"Once you start making ope

tional decisions that impact the life

od of your company, you have to

make [Bil] a Tier 1 application in your

in time, we will be able to demonstrate the value of 81 to our university executives but we've not there yet " Brook said Positive feedback from faculty and staff make us feel like we are on the right truck "

Provinc BI's tangible value has not been a problem for all companies become

For example, after Corporate Express Inc. started warm MicroStrategy's BI tools, it was able to cut costs by eliminating Il jobs that were dedicated to ronning Microsoft Access 91 reports, said Marr Schwarts director of business analysis at the Broomfield, Colo-based office surely company

Corporate Express also uses MicroStrategy data mining tools to predict potential customer turnover, and this year it will start using BI to provide customers with online scores to reports detailing how much

they spend with the company Schwartz noted that the lack of that capability in the past prompted one client 6. nancial services firm BB&T Corp., to isamo ship to a Corporate Express competitor. Therefore, he said, adding the capability "was a very easy sell to our CEO \* a

To absorb this growth without suffering performance hits, the componer last month moved its RI

vatore from a 32-bit Windows received to 64-bit machines nonning Sun Microsystems Inc.'s Solarie erating system. So far, the company has seen a

9% decrease in report response times and an overall 30% impro ant in performance, Taylor said. times," he added. "We are ready to take on new projects now. Vaxiyanethan Seehan, IT proect manager at Nordstrom, said

that once the new systems were installed, 'users did not see any poe in look and feel fol the RI application). For them, it was a

- HEATHER HAVENSTEIN

#### Lowe's, Nordstrom Expand Infrastructures to Support BI

THE GROWING USE of business inteligence technology is beginning to strain some corporate (T infrastruc-

tures, according to some users. For example, Lowe's this month completed an installation of 3,000 ADI -based IBM servers to better handle spikes in user demand for access to the MicroStrategy Bi tools

The MicroStrategy tools previ curily ran on Windows based

erre. CIO Steve Stone said in an rview at the MicroStrategy use ce here last week. ion, Lowe's is building a second data center in Sen Antonio

that will, among other things, be ed to back up the retailer's trategy BI applications The new data center is stated to

perry," Stone said. distrom Inc. now has 5,000 AcreStrategy users narring 10,000 reports per day, but it projects that its user base will grow to 20,000 running 35,000 reports per day by n reseasoer for data we

FRANK HAYES . FRANKLY SPEAKING

## Vista Rush

URCHNICK looked across at the Old Man in disbelief. "We're not gonna upgrade to Vista until when?" "Maybe next year," the Old Man said, Uh-oh, he thought - here comes trouble, "What's wrong, Murch? I thought everything was running fine for your sales guys. You don't need Vista. And you know it's going to take time to figure out how much hardware Vista will require for us, and make sure none of our applications will break. What's the rush?" "Well . . ." Murchnick hesitated. "I have to use it at home."

The Old Man's eyebrows went up. "Have to? As in, have to because you're setting a new PC and that's what will come on it?"

Murchnick nodded. "And your help desk guys say they won't give me the VPN software for it he said. "Without that I can't set on the network." "We just started testing the VPN client on Vista," said the Old Man, "And before you ask, no. you're not a good candidate to be a test user."

"Why not?" demanded Murchnick, "I test things all the time." "Yes, you do," the Old Man said, "You've tested almost everything you could buy at a computer store. Some of it even worked. But you know

we've had to reimage your hard drive a lot." "That's not my fault." Murchnick said. "Most of those things don't work very well." "No, they don't. You like technology, and that's good. Murch, but you're not really a power user," said the Old Man, thinking, If there's a dead end ur a bug, you'll trip uver it. "That means we

spend more time supporting you than we can afford already." Murchnick shrugged. "OK, I get it. I don't get to work from home on my new PC. I'll just start taking my laptop home." He got up to go

"Wait now, Murch," said the Old Man. Murchnick worked from home nn his own PC because when he had taken lantops with him in the past, the results hadn't been pretty. "Let's rethink this. If we set you up to use your new PC on the VPN, what else would it be used for? Would your wife and kids be using it too?

"Well, sure," said Murchnick "For games and MySpace and MP3s and Web surfine?

"Yeah weah all that stuff" "And e-mail attachments and what-

ever programs look interesting?" Murchnick frowned. "What's your point?" he asked.

You're my security team's idea of a worst-case scenario, thought the Old Man. But instead besaid, "I think we might learn a lot from securing this new PC of yours. I wouldn't want them trying to impele hundreds of users like you all at once, so starting with just you should be a good

experience! "Thanks -- I think " Munchaick said The Old Man tapped at his keyboard, "We'll want to firewall and antivirus you to the teeth," he said. "Then we'll need to install removecontrol software, so we can make configuration

changes and cheek settings."

"Wait," said Murchnick, "you want to be able to take over my PC at home? "We just want to be ready in case anything goes wrong," said the Old Man, Which, with you. it always does, he thought. "Once we have all that in place, we can set up your VPN connection

and start looking for any problems. I'll put Brad to work on it. I think we want to have just one person supporting you, so no issues fall between the cracks." "Brad?" Murchnick scowled. "That guy never stops with the questions. He wants to know ev-

crything I did, and in what order, and when ... "Ah, you've worked with him before, Good," said the Old Man as he came around his desk. "Look, Murch, I really appreciate your doing this. I thought we were uping to have two problems: dealing with you and finding

out what issues our non-power-users were going to encounter with Vista." He guided Murchnick toward the door by his elbow. "Instead, you'll get in use Vista before anyone else in your department, and we'll get a good test. I wish I had a dozen users

Well, sure," said Murch. Yes, a dozen, thought the Old Man Instead of hundreds #

What's the Big Hurry? User walks into the office of this sysadmin pilot fish

and says he's just received an e-mell telling him to see fish. I haven't sent you any messages, fish tells him. "So we walked over to his office to see this mes sage," says from. "Sure enough, there was a message and as he said. Date the message was sent: June 4, 2003. We had been testing a new e-mail system then, and we sent too messages to all the use over three years later, the user finally respond









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